FY 03

STATE OF MISSOURI
OFFICE OF ADMINISTRATION

DIVISION OF PERSONNEL

ANNUAL REPORT

"Continuously Improving Human Resource Service Delivery in Missouri State Government"

Alma G. McKinney
Director

Division Overview

Events and Achievements

Workforce Analysis

Planning and Projections

State of Missouri
Office of Administration

DIVISION OF PERSONNEL

2003

ANNUAL REPORT

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Pay, Leave and Reporting

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Planning and Development

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…and all Office of Administration, Division of Personnel staff whose dedication and commitment enabled the Division to accomplish its goals and continue to render quality service to all our stakeholders.

State of Missouri
OFFICE OF ADMINISTRATION
Division of Personnel
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P.O. Box 388
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Dear Colleagues,

Over the past year, virtually every state in the nation has been faced with unprecedented social and economic challenges. Issues of safety, security, terrorism and devastating budget reductions have added to an already long list of concerns. Missouri has not been untouched by these crises. Despite these challenges, Missouri has been able to maintain a strong workforce, while continuing to flourish with fresh ideas, quality services and award winning achievements.

It is likely, however, that in the coming years, Missouri State government, as other public and private employers, will face continued challenges to improve services with fewer human and financial resources.

While this report presents information about some of the Division of Personnel's accomplishments, it also provides a current "snapshot" of workforce demographics, pay data, turnover rates, collective bargaining, layoff statistics, professional development and recognition programs. Our intent is to provide useful fact-based data from both a statewide and agency perspective, for informational purposes as well as future human resource planning and decision-making.

This report primarily profiles the 60,000 employees in the 16 Departments of the Executive Branch, with some information on the 6,000 employees in the Legislative and Judicial Branches. The source of the majority of data in this report is from the Statewide Advantage for Missouri's Human Resource System (SAM II).

It is our hope that the current "snapshot" of Missouri State government will enable agencies, legislators and constituents to make proactive decisions that are in the best interest of our continued commitment to excellence in all aspects of service delivery in state government.

I look forward to an exciting year with your continued support.

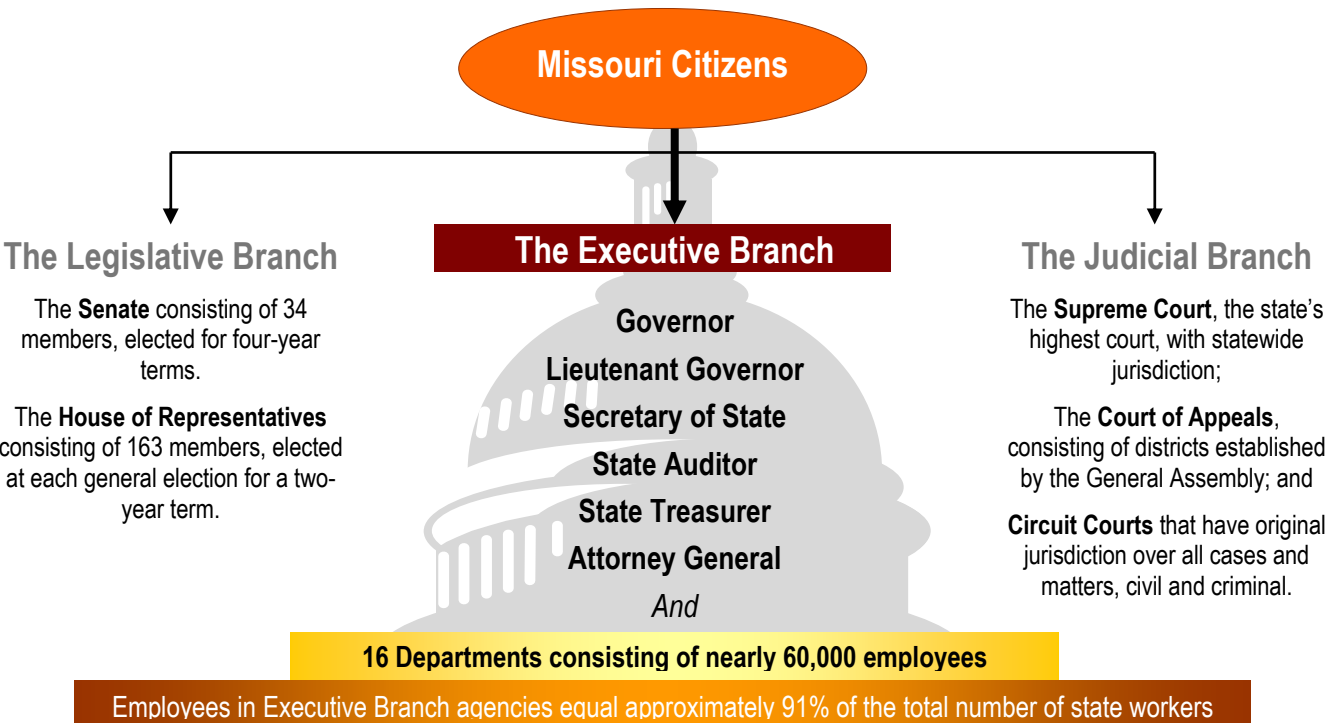Sincerely,

Alma G. McKinney

Alma G. McKinney

Contents

"… we can take a better road – the road forward. One that continues our progress to streamline government, but one that protects and maintains critical services and also leads us to a brighter future."

Governor Bob Holden
January 15, 2003
State of the State Address

Missouri State Government

The Missouri Constitution (Article II, Section 1) states: "The powers of government shall be divided into three distinct departments- the legislative, executive and judicial."

Missouri Citizens

The Legislative Branch

The **Senate** consisting of 34 members, elected for four-year terms.

The **House of Representatives** consisting of 163 members, elected at each general election for a two-year term.

The Executive Branch

Governor

Lieutenant Governor

Secretary of State

State Auditor

State Treasurer

Attorney General

And

The Judicial Branch

The **Supreme Court**, the state's highest court, with statewide jurisdiction;

The **Court of Appeals**, consisting of districts established by the General Assembly; and

Circuit Courts that have original jurisdiction over all cases and matters, civil and criminal.

16 Departments consisting of nearly 60,000 employees

Employees in Executive Branch agencies equal approximately 91% of the total number of state workers

The Division of Personnel of the Office of Administration, provides consultation and expertise in personnel management to all Executive Branch agencies to assist in the accomplishment of their missions.

Missouri Revised Statutes
Chapter 36 State Personnel Law (36.030) Merit and (36.031) Uniform Classification and Pay Plan (UCP)

To further define the structure of Executive Branch agencies and the scope of the Division of Personnel's work, Chapter 36 identifies state agencies that will participate in a Missouri Merit System of personnel administration.

The Missouri Merit System is based on the principles of merit and fitness derived from competitive examinations for employment and advancement, objective and consistent human resource management policies and procedures and the ability of employees to appeal disciplinary actions. Chapter 36 (36.030) provides that the Division of Personnel will be charged with the implementation and administration of Merit System practices.

Nearly 40,000 state employees in six Executive Branch agencies and selected sections of three others comprise the Merit System administered by the Division of Personnel.

Totally Merit & UCP

Office of Administration

Department of Corrections

Department of Health & Senior Services

Department of Mental Health

Department of Natural Resources

Department of Social Services

Partially Merit & UCP

Department of Economic Development

Department of Labor and Industrial Relations

Department of Public Safety

Non-Merit Executive Branch Agencies

Department of Agriculture (UCP)

Department of Conservation

Department of Elementary and Secondary Education (to be partially UCP)

Department of Higher Education (UCP)

Department of Insurance (UCP)

Department of Revenue (UCP)

Department of Transportation

The Personnel Advisory Board

Within the Office of Administration, the State Personnel Law (Chapter 36, RSMo) provides for a Personnel Advisory Board of seven members, six of whom are appointed by the governor with the advice and consent of the Senate. Four members are appointed from the public at large, one is a member of executive management in state government and one is a non-management state employee. The seventh member is the person designated as the state equal opportunity officer. The board has oversight responsibility for the Missouri Merit System and the Uniform Classification and Pay System and has broad policy making authority in various areas of human resources administration.

Typically, the Board holds a public meeting on the second Tuesday of each month to address issues the Director of the Division of Personnel places on their agenda.

In closed sessions, the Board decides appeals from:

- Merit agency employees who are dismissed, demoted involuntarily with cause, and suspended without pay for more than five working days;

- Non-merit agencies employees who are dismissed and whose agencies have not adopted appeal procedures substantially the same as the Board's; and

- Employees who claim to have been disciplined for engaging in "whistleblowing" under section 105.055, RSMo 2000.

The Board also decides appeals resulting from actions taken by the Director of the Division of Personnel, which include:

- The Director's decision to deny an employee's application to take an examination,

- The Director's decision on an applicant's claim of unfair treatment in the examination process,

- The Director's removal of an eligible from a register.

Responsibilities also include meeting with appointing authorities regarding human resource management needs and making recommendations to the governor and the General Assembly regarding state compensation policy.

The Director of the Division of Personnel is the Secretary to the Board.

Personnel Advisory Board
Truman State Office Bldg., Fourth Fl.
Telephone: (573) 751-4576
FAX: (573) 751-8641
TDD: (573) 526-4488

Members of the Personnel Advisory Board are appointed by the Governor and with the advice and consent of the senate. Each member's appointment is for a term of six years and/or until each member's successor is appointed and qualified.

Board Members

Paul Boudreau
Chair

Karen Touzeau
Vice Chair

Margrace Buckler
Member

Marvin Eason
Member

Karen Ferguson
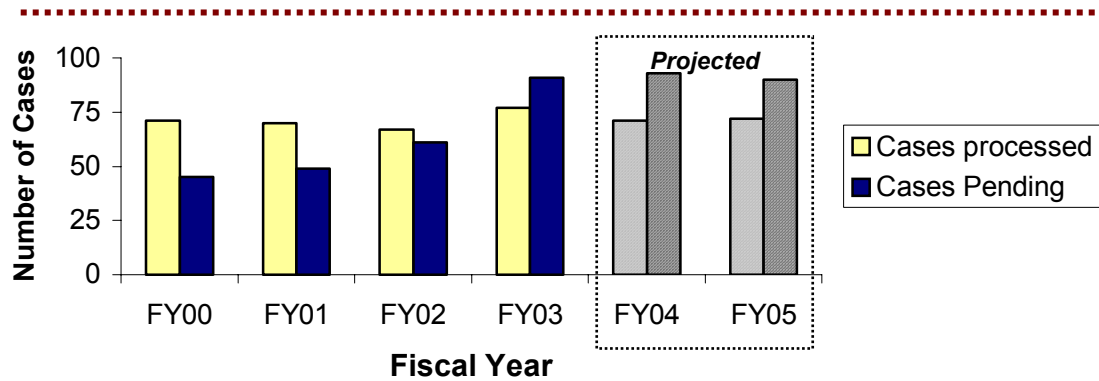Member

Anne Gardner
Member
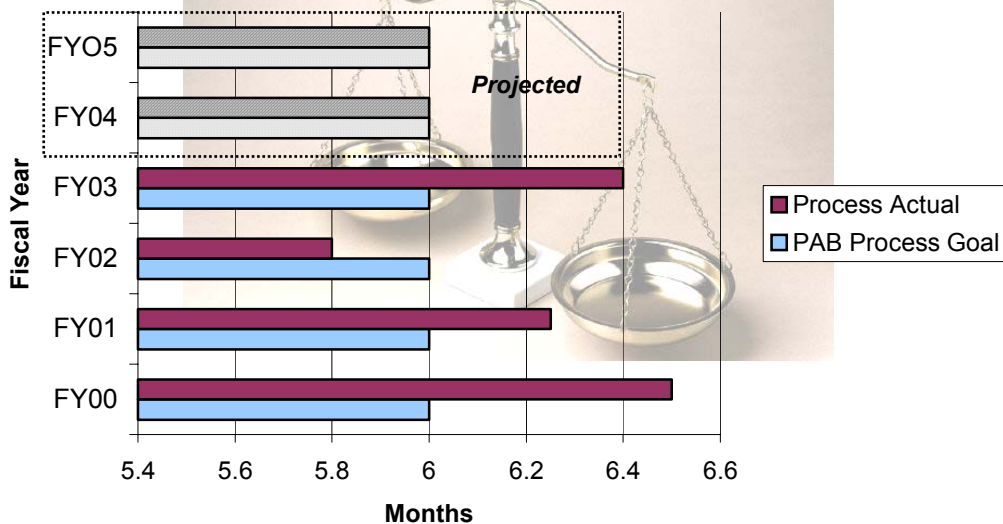
Vacant
Member

The Personnel Advisory Board

The Personnel Advisory Board measures its performance by the average time between the filing of a disciplinary appeal and the date of final decision in which the Board approves or disapproves the discipline.

PAB Caseload

At the end of FY03, there were 91 actual appeals pending.

PAB Case Processing Time

Division Overview

Statement of Purpose

The Division of Personnel strives for excellence in human resource service, training and consultation in government, through the application of federal and state regulations, quality principles and professional practices to ensure that Missouri's workforce continues to be efficient, competitive and effective.

Charter

Chapter 36 of the State Personnel Law (Merit System and Uniform Classification and Pay Plan) establishes the foundation for the variety of services the Division of Personnel performs.   Dedicated individuals in the areas outlined on this page contribute their expertise to ensure that each agency is provided with effective human resource management strategies and support.

Employee Services

- Reviews applications for employment within the Merit System
- Ensures employees are assigned to appropriate job classes
- Develops and administers position classifications for agencies covered by the Uniform Classification and Pay (UCP) System

Labor Relations

- Provides negotiation and administration of formal agreements between employee elected unions and agency management

Pay, Leave and Reporting

- Provides information on the Uniform Classification and Pay System Pay Plan (UCP)
- Interprets policies on pay, leave, and hours of work
- Provides workforce reports and assistance with the SAM II HR/Payroll System
- Maintains lists (registers) of people from whom agencies can select for Merit System jobs
- Ensures personnel transactions are in compliance with State Personnel Law

Planning and Development

- Provides statewide supervisory and managerial training programs
- Provides performance management and process improvement strategies
- Administers statewide employee recognition programs and the employee suggestion program
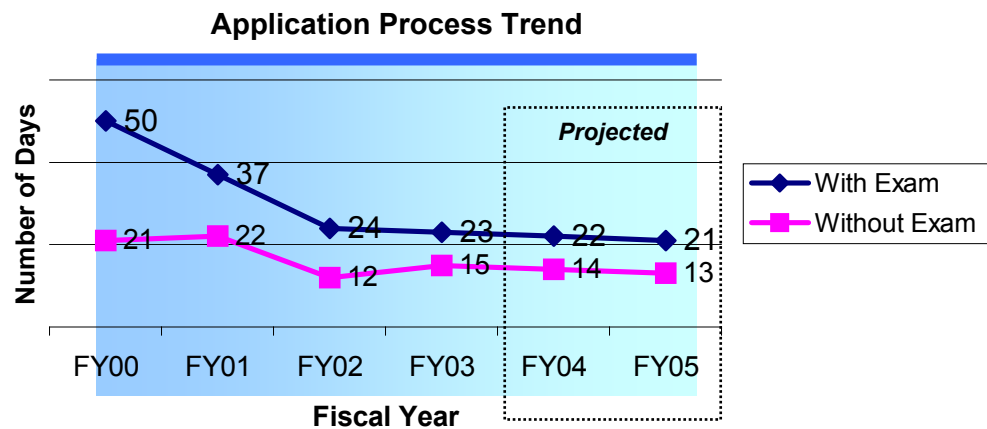
Performance Measures "Snapshot"

SNAPSHOT #1

Process a job seeker's application and add his or her name to the register of eligibles in 10 days or less if no exam is required. RSMo 36.150. 1., 36.200

Process a job seeker's application and add his or her name to the register of eligibles in 14 days or less if an exam is required RSMo 36.150. 1., 36.200

Importance: To assure compliance with the State Personnel Law in a timely manner by providing efficient services to applicants and agencies.

Application Process Trend

Number of Days vs. Fiscal Year

Fiscal Year	With Exam	Without Exam
FY00	50	21
FY01	37	22
FY02	24	12
FY03	23	15
FY04 (Projected)	22	14
FY05 (Projected)	21	13

SNAPSHOT #2

Process 90% of allocation or reallocation requests from agencies in 30 days or less.
RSMo 36.100; 36.120 and 36.130

Importance: To assure compliance with the State Personnel Law in a timely manner by providing efficient services to employees and agencies, while maintaining the internal equity of the Uniform Classification and Pay System.

Allocation & Reallocation of Positions

Rate vs. Fiscal Year

Fiscal Year	0 - 30 Days
FY00	88.24%
FY01	73.17%
FY02	71.73%
FY03	77.80%
FY04 (Projection)	77.80%
FY05 (Projection)	79.74%

Legend: 0 - 30 Days, 31-90+
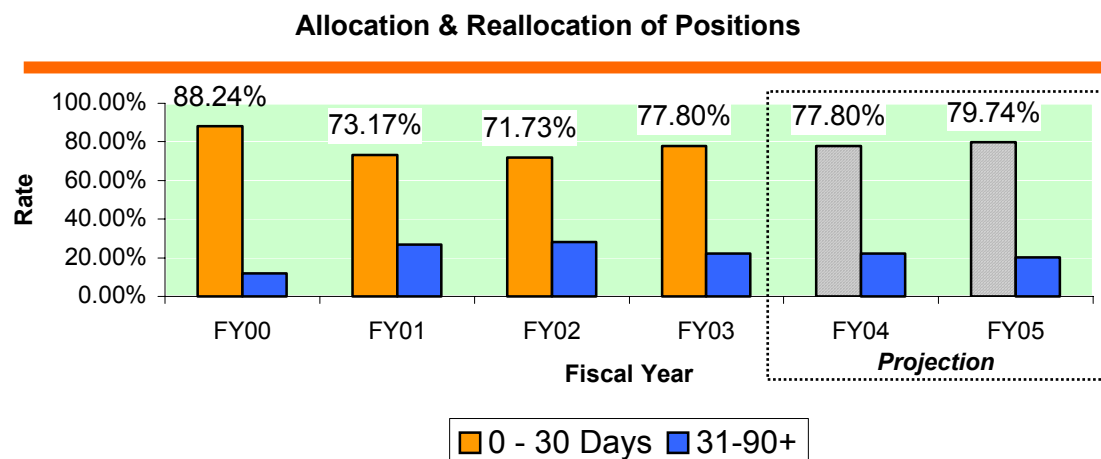
SNAPSHOT #3

Rate of ratified agreements signed compared to the number of agreements completed.
RSMo 36.510, Executive Order 01-09

Importance: Ratified agreements determine that the bargaining process was effective and successful and serves the interest of those employees covered by the agreement.

Signed Ratified Agreements
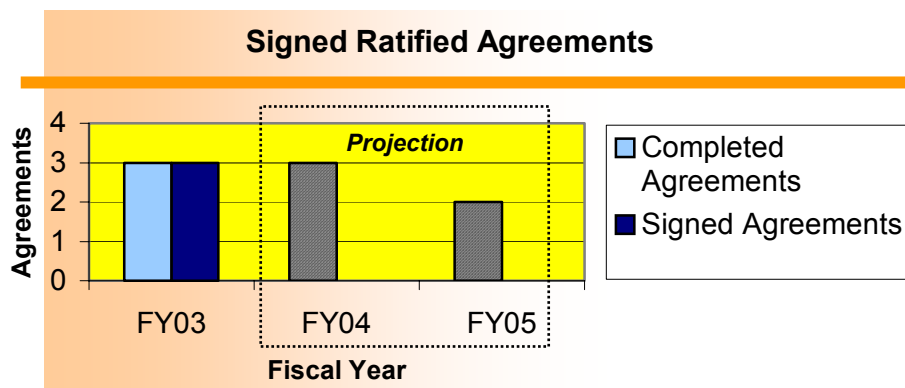
SNAPSHOT #4

Process 100% of all transactions during the pay cycle in which the request is effective
RSMo 36.090.3(1), 36.100.1.

Importance: Transactions must be approved for the pay cycle in which they are effective so that employees are paid accurately and timely.

Transactions Volume by Fiscal Year
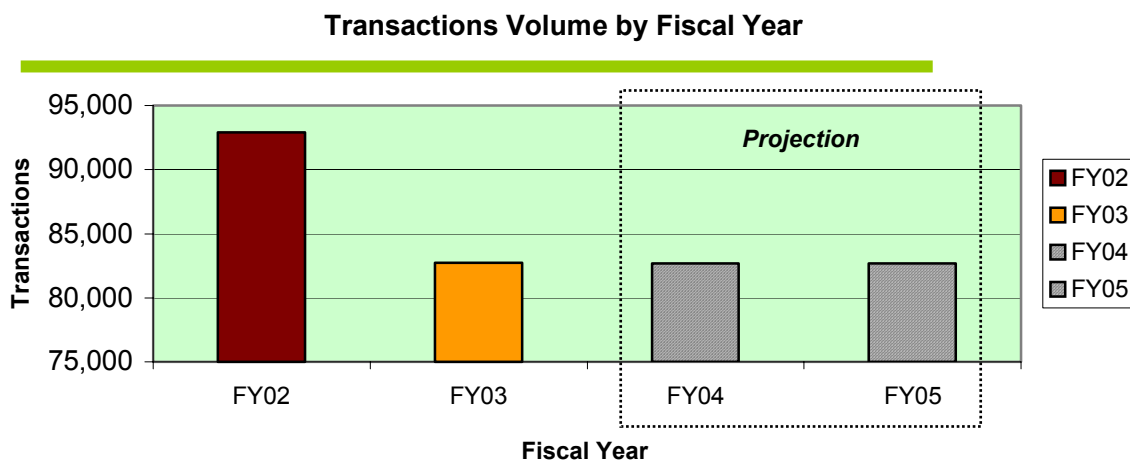
SNAPSHOT #5

Process 100% of returned certificates (audits) within two business days of receipt. RSMo 36.240

Importance: Certificates must be audited and approved quickly, or agencies are delayed in making job offers, potentially losing desirable candidates for state jobs.

Certification Volume by Fiscal Year

			Projection	
11,700	10,593	9,078	9,000	9,000
FY01	FY02	FY03	FY04	FY05

Certificates / Fiscal Year
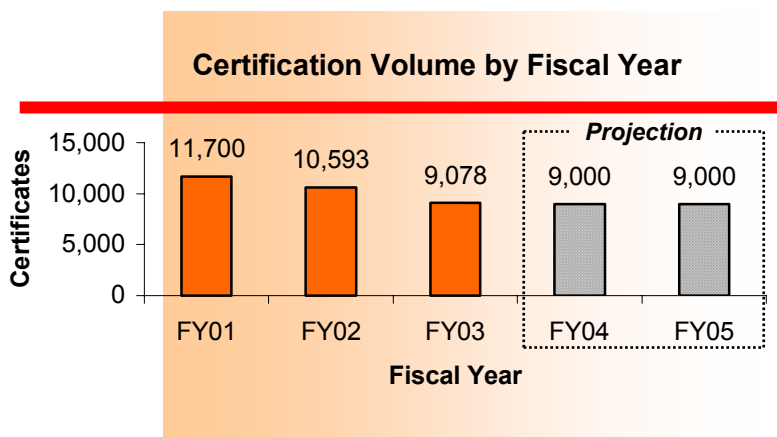
SNAPSHOT #6

Increase the number of management and supervisory training attendance as outlined in the Revised Management Training Rule by 15% each year. RSMo 36.510

Importance: Management and supervisory training development and delivery will ensure that the State of Missouri effectively manage its programs and services as it continues to address factors that may influence leadership such as retirement.

Management & Supervisory Training Attendance

Attendance by Fiscal Year (FY01–FY05), with Projection for FY04 and FY05.
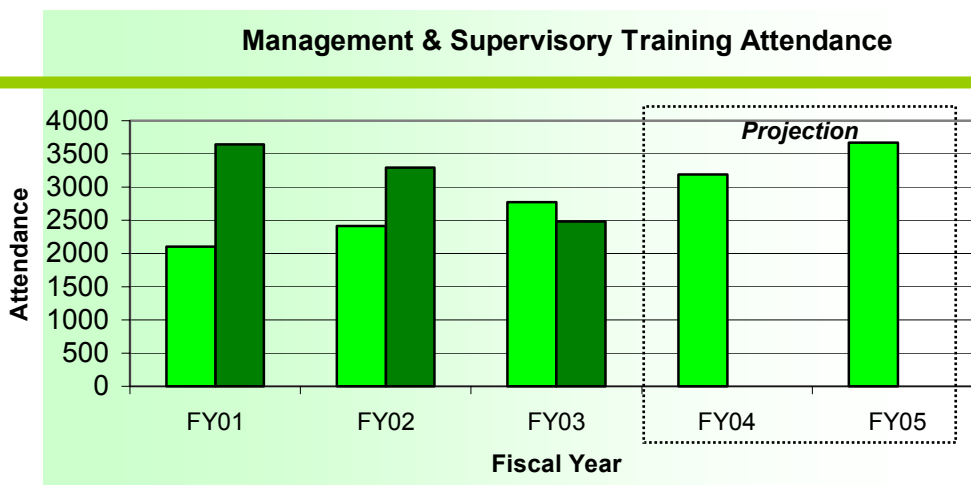
Accomplishments

Accomplishments of Division of Personnel staff were numerous in Fiscal Year 2003. Those listed on this page and the next, along with countless others that are not, reflect a sampling of the diverse products and services that state agencies expect and receive each year.

- Approximately 80,700 Employee Status Maintenance Transactions (ESMTs) were processed by the Pay, Leave and Reporting Section

- Nearly 9,000 Certificates of Eligibles (trial and official) were processed by the Certification Unit

- Provided advice and guidance to agency employees, HR professionals and the State Personnel Management Council (SPMC) on Merit System layoff procedures; and ensured that the Rules and Regulations and State Personnel Law was correctly interpreted and applied in layoffs in Merit System agencies

- Implemented the Fiscal Year 2004 Pay Plan effective July 1, 2003; instructed the agencies on processing the General Structure Adjustment; identified the 45,381 employees eligible for the salary increase and provided a file of this information to OA/DIS to be utilized in posting the ESMT salary adjustment transactions to the SAM II system for each affected employee

- Developed the FY 2005 Pay Plan recommendations of the Personnel Advisory Board, including cost estimates and impact of the recommendations

- Added salary range information to approximately 1,000 class specification pages posted on the Internet

- Met with Merit System agencies to discuss recommendations for improving the hiring process

- Published four electronic "Solutions" e-magazines disseminating practical information to help managers develop the best in themselves and in those who work with and for them

- Offered 120 managerial and supervisory development training classes attended by 2006 participants

- Coordinated twelve State Employee of the Month ceremonies

- Developed and launched a new State Employee Suggestion Program entitled, *Missouri Relies on Everyone* (**MoRE**). Seventy eight suggestions were submitted and reviewed during the first month of the program

- Coordinated State Employee Recognition Week activities, including a ceremony at the Capitol which recognized employee accomplishments and allowed state agencies to inform the public of the services they provide

- Sponsored the annual Governor's Award for Quality and Productivity which recognized 7 winning agency teams comprised of 74 employees

- Created a Resource and Assistance Center within the Division to provide information and resources for employees affected by layoffs

- Received and processed 95,590 job applications…over 6,000 more jobs than last year

- Combined the Classification and Selections sections, with all personnel analysts being cross trained in both areas to provide better service, increased speed and efficiency to our customers

- Tested over 6,000 applicants

- Reduced the number of written examinations by 24%

- Processed over 2800 classifications

- Allocated 1700 new positions

- Completed 50% of all allocations of new positions within 7 days; 80% were completed within 30 days

Division Accomplishments

- Developed "side by side" internal labor agreement format

- Provided oversight for the state's response to the State Board of Mediation certification election

- Drafted ground rules for negotiations with state teams that were offered to and accepted by AFSCME with minimal changes

- Organized and conducted grievance and arbitration training for union stewards and division supervisors, managers and directors with the Federal Mediation and Conciliation Service

Service Delivery *Compared* to **Dollars Spent**

The Division of Personnel believes in the importance of demonstrating the value and effectiveness of the programs and services each section within the Division provides in relation to the monetary cost of delivering the product or service.

Employee Services

During FY03, 27,035 individuals submitted 28,402 applications for 95,590 jobs in the Merit System to the Division of Personnel. The salaries for staff providing this service are approximately $500,147. To determine the cost of serving each client, the division divided the number of applications processed (one application may request consideration for up to five jobs) by the total salary of the staff responsible for this service delivery. Therefore, it is estimated that the cost of serving each client (entering the data into the system, reviewing the applications, classifying the applicants and ranking the applicants as established by the law) cost the state approximately $5.23.

Labor Relations

During FY03, 7500 state employees, from 3 bargaining units with whom the state reached a labor agreement ratified three agreements. The cost of providing this service is determined by contrasting the total salaries, $90,167, against the total number of state employees served. It is therefore estimated that the cost of serving each client is $12.00.

Pay, Leave & Reporting

During FY03, five FTE's in this section processed 82,710 transactions. It is estimated that the cost of each transaction was approximately $1.52. This estimation was based on the total salaries for the 5 FTE's, which totals, $125,736. Similarly, the section issued 9,078 certificates calculated at $13.69 per certificate, based on salaries of $124,266.

Planning & Development

The mandatory training rule requires new managers or supervisors to complete 40 hours of training within their first year in the position and 16 hours of training every year thereafter. The rule ensures that Missouri managers and supervisors are prepared in 24 competencies identified as critical for management development or service delivery.

The Planning & Development unit provides training in most of the competencies to state managers and supervisors at $60.00 per person. In contrast, a manager or supervisor who receives training from another outside source may expect to pay $150.00 or more for a similar training program, which may or may not be specific to state government issues or concerns. Therefore, to ensure compliance with the training rule, a manager who uses the services of the Planning & Development section would pay $240.00 per year, as compared to a manager who attends an outside source, who could expect to pay a minimum of $600.00 to comply with the training rule.

Applicant Characteristic Survey Results

Applicants using the Merit System Application for Employment submit voluntary information that in no way affects their application. However, the results of the survey help to provide a demographic snapshot of job applicants.

Applicants by Age Range
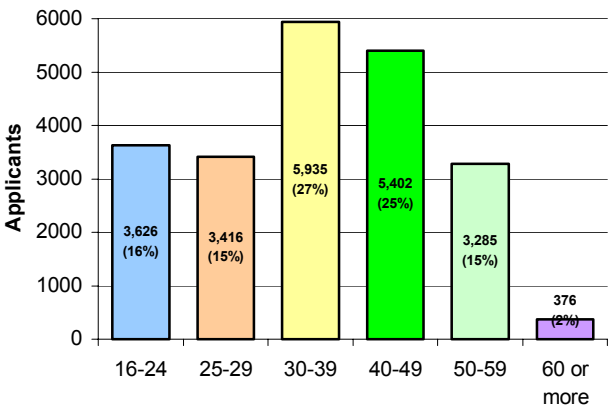
Applicants by Gender
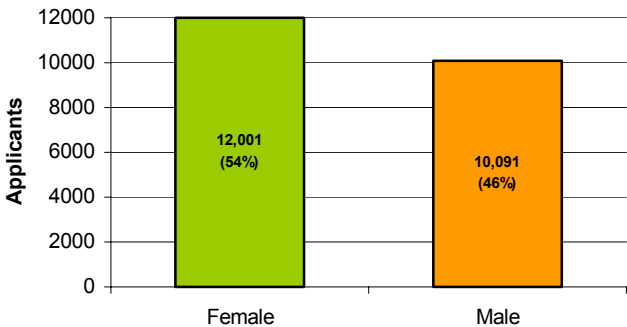
Ethnicity of Applicants

Applicants by Education Level

Data Based on the Following FY03 Survey Totals:
Age Range – 22040
Gender – 22092
Ethnicity – 22049
Education Level – 22059

Employee Geographic Locator

Fifty percent of all state employees are located in four counties – Cole County (28%), St. Louis County (8%), St. Louis City (7%) and Jackson County (7%).

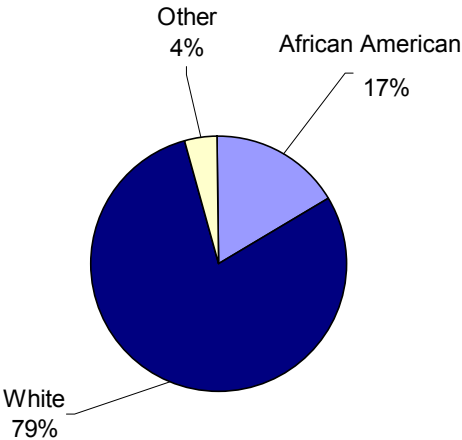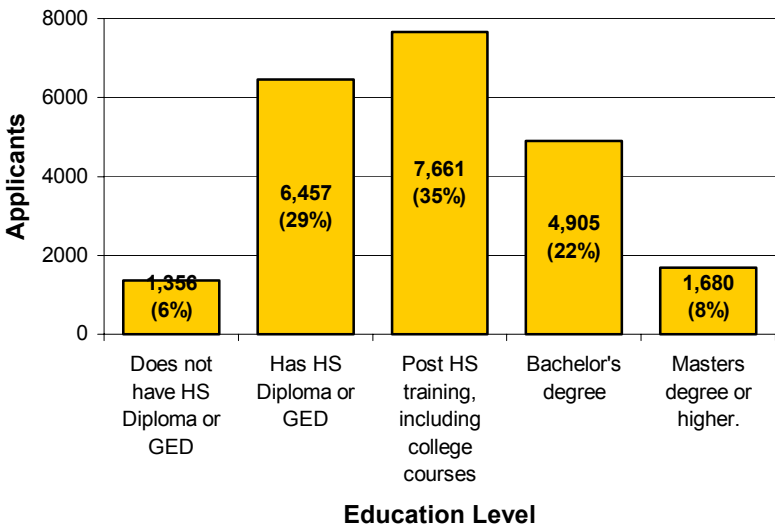| County	Employees
ATCHISON	32
NODAWAY	339
WORTH	23
HARRISON	43
MERCER	29
PUTNAM	35
SCHUYLER	26
SCOTLAND	76
CLARK	48
GENTRY	55
SULLIVAN	40
ADAIR	210
KNOX	32
LEWIS	51
HOLT	41
ANDREW	57
GRUNDY	63
DAVIESS	37
DEKALB	40
LINN	86
MACON	475
SHELBY	33
MARION	441
CALDWELL	30
301	
1986	
CLINTON	1351
LIVINGSTON	
CHARITON	37
RANDOLPH	559
MONROE	65
26	
BUCHANAN	
PLATTE	105
CLAY	459
RAY	66
CARROLL	39
RALLS	
PIKE	634
AUDRAIN	733
LINCOLN	189
JACKSON	4483
LAFAYETTE	676
SALINE	1059
HOWARD	34
BOONE	1056
CALLAWAY	2833
MONTGOMERY	143
WARREN	70
ST. CHARLES	674
ST. LOUIS	5060
St. Louis City	4800
CASS	176
JOHNSON	394
PETTIS	1056
COOPER	404
MONITEAU	441
COLE	18423
33	
GASCONADE	48
FRANKLIN	330
JEFFERSON	569
BATES	83
HENRY	111
BENTON	62
MORGAN	38
MILLER	122
OSAGE	
MARIES	30
CRAWFORD	125
WASHINGTON	503
ST. FRANCOIS	2477
STE. GENEVIEVE	52
PERRY	44
VERNON	552
ST. CLAIR	38
HICKORY	56
CAMDEN	189
PULASKI	98
PHELPS	700
DENT	101
IRON	48
MADISON	41
CAPE GIRARDEAU	865
CEDAR	148
POLK	82
DALLAS	82
LACLEDE	175
TEXAS	541
REYNOLDS	67
BOLLINGER	40
BARTON	56
DADE	31
GREENE	1883
WEBSTER	243
WRIGHT	83
SHANNON	38
WAYNE	91
SCOTT	589
JASPER	760
LAWRENCE	263
CHRISTIAN	132
DOUGLAS	43
HOWELL	471
CARTER	49
STODDARD	128
MISSISSIPPI	516
NEWTON	132
STONE	132
BARRY	147
TANEY	45
OZARK	36
OREGON	47
RIPLEY	81
BUTLER	840
132	
McDONALD	52
GREENE	168
NEW MADRID	
DUNKLIN	210
PEMISCOT	157

The Cole County percent is inflated as all 1, 470 of the Department of Conservation's employees are recorded in SAM II as working in Jefferson City.

This report included only permanent employees working 50% or more full-time. Only those employees who have valid county information entered in SAM II are included in this report. Accordingly, it is possible that employee counts may vary from other reports.

State Workforce Demographics

Age

For Missouri state employees:

- The average age is 42.

- The most common age is 49.

Age Distribution for Missouri State Employees

The average age of a **male** or **female** state employee is **42**

56% Female   44% Male
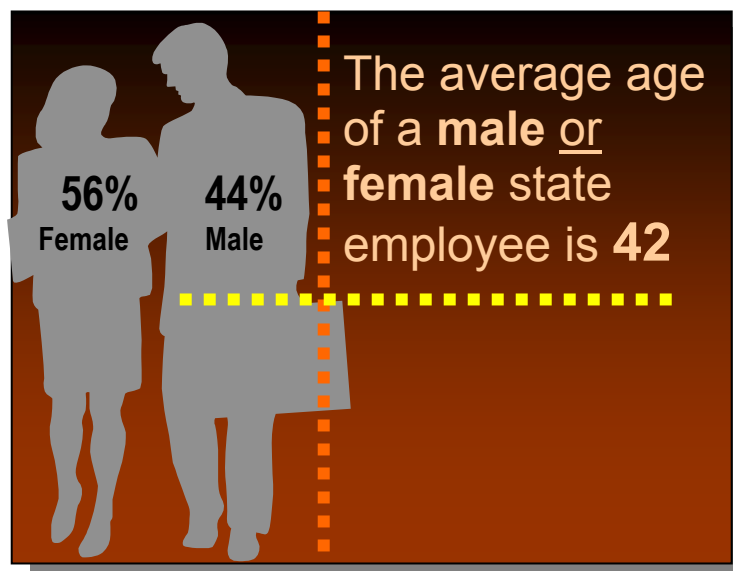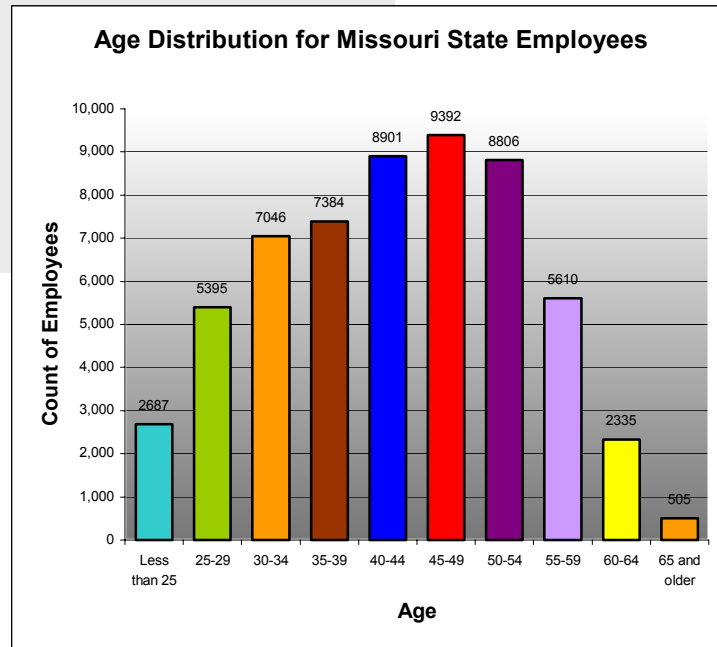
State Workforce Demographics
Age

Average Age of Employees by Agency

Agency	Average Age
STATE AVERAGE	42
Legislature	45
Judiciary	44
Public Defender	40
Governor	39
Lt. Governor	38
Secretary of State	42
State Auditor	35
State Treasurer	38
Attorney General	39
Office of Administration	43
Agriculture	45
Insurance	43
Conservation	41
Economic Development	45
DESE	44
Higher Education	38
Health and Senior Services	44
MoDot	41
Labor and Industrial Relations	46
Mental Health	42
Natural Resources	43
Public Safety	41
Revenue	42
Social Services	42
Corrections	41

Average Age by Ethnicity

American Indian:	**43**
Asian/Pacific Islander:	**42**
African American:	**40**
Hispanic:	**40**
White:	**42**

Average Age by Ethnicity and Gender

Ethnicity	Female	Male	All
American Indian		42	43
Asian/Pacific Islander	41	43	42
African American		41	40
Hispanic		40	40
White		43	42
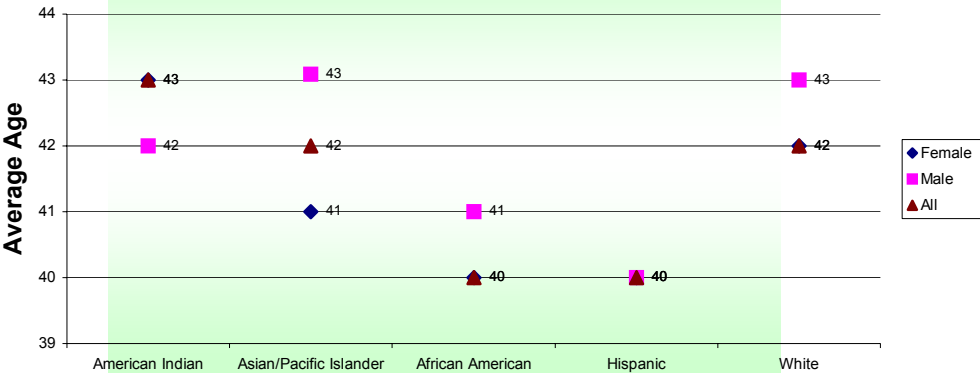
State Workforce Demographics

Age
Beginning State Service

On average, employees begin state service when they are 33 years old.

Average Entry Age into State Service by Agency

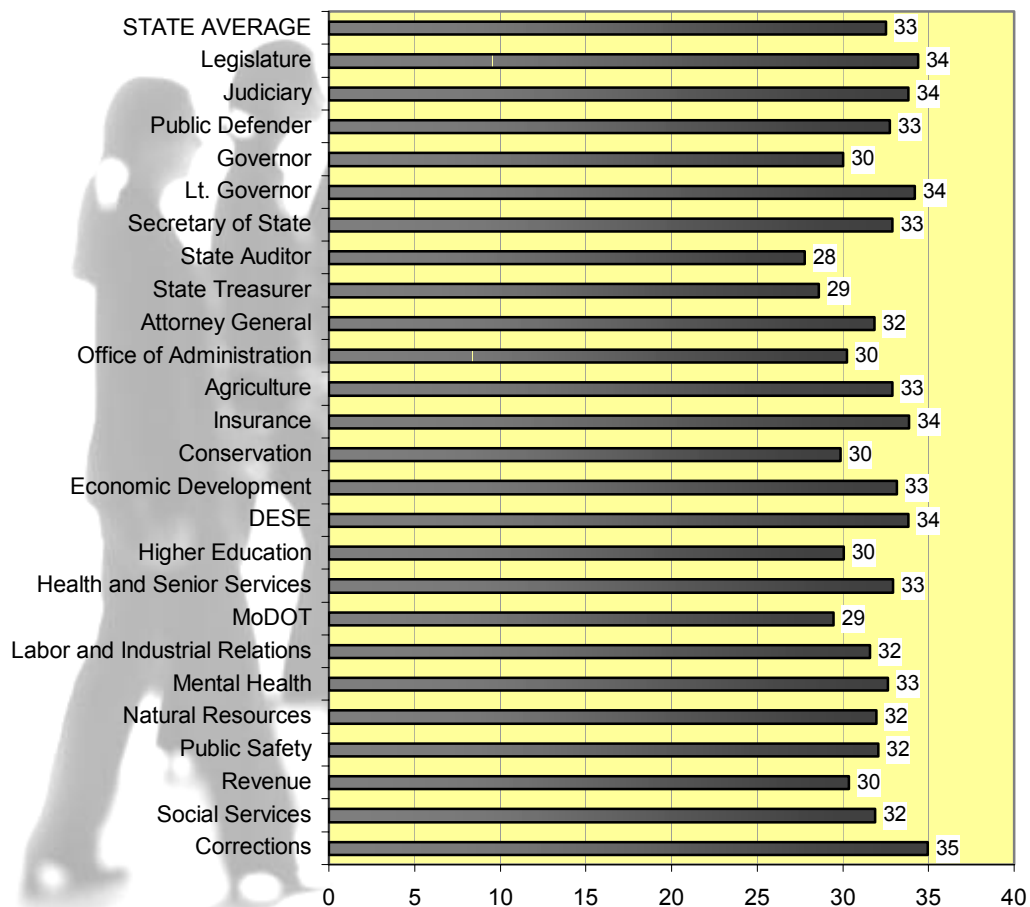| Agency	Age
STATE AVERAGE	33
Legislature	34
Judiciary	34
Public Defender	33
Governor	30
Lt. Governor	34
Secretary of State	33
State Auditor	28
State Treasurer	29
Attorney General	32
Office of Administration	30
Agriculture	33
Insurance	34
Conservation	30
Economic Development	33
DESE	34
Higher Education	30
Health and Senior Services	33
MoDOT	29
Labor and Industrial Relations	32
Mental Health	33
Natural Resources	32
Public Safety	32
Revenue	30
Social Services	32
Corrections	35

19

State Workforce Demographics
Gender

Employee Gender by Agency						
Agency	**Employee Count**	**Females**			**Males**	
		#	**%**		**#**	**%**
Legislature	611	314	51.4%		297	48.6%
Judiciary	3,308	2,497	75.5%		811	24.5%
Public Defender	514	281	54.7%		233	45.3%
Governor	34	18	52.9%		16	47.1%
Lt. Governor	9	5	55.6%		4	44.4%
Secretary of State	260	182	70.0%		78	30.0%
State Auditor	152	93	61.2%		59	38.8%
State Treasurer	52	38	73.1%		14	26.9%
Attorney General	338	213	63.0%		125	37.0%
Office of Administration	889	416	46.8%		473	53.2%
Agriculture	337	116	34.4%		221	65.6%
Insurance	220	123	55.9%		97	44.1%
Conservation	1,497	352	23.5%		1,145	76.5%
Economic Development	1,360	793	58.3%		567	41.7%
Elem & Sec Education	2,159	1,708	79.1%		451	20.9%
Higher Education	75	60	80.0%		15	20.0%
Health & Senior Services	1,959	1,493	76.2%		466	23.8%
MoDOT	6,307	1,334	21.2%		4,973	78.8%
Labor & Industrial Rel	1,102	732	66.4%		370	33.6%
Mental Health	8,806	6,191	70.3%		2,615	29.7%
Natural Resources	1,790	709	39.6%		1,081	60.4%
Public Safety	4,194	1,805	43.0%		2,389	57.0%
Revenue	2,025	1,500	74.1%		525	25.9%
Social Services	8,645	6,917	80.0%		1,728	20.0%
Corrections	11,595	4,544	39.2%		7,051	60.8%
TOTALS	**58,238**	**32,434**			**25,804**	
PERCENTAGES			**55.7%**			**44.3%**

Note: The employee count includes those employed at 50% or greater and who have valid gender information entered in SAM II. Therefore, employee counts as shown may vary slightly from other charts.

State Workforce Demographics
Ethnicity

The state's workforce is predominately white and female.

All minorities combined total 14% of the state's workforce.

In Comparison:

2002 Missouri Population Census Information

- 86% of the state's workforce is white.
- 12.3% of the state's workforce is comprised of African Americans.
- 1.6% of the state's workforce is comprised of Americans of Hispanic, Asian/Pacific Islander and American Indian descent.

White
84.9%

African American
11.2%

American Indian
0.4%

Asian Pacific Islander
1.2%

Hispanic
2.1%

Source:
U.S. Department of Commerce
Bureau of the Census

Gender and Ethnicity in Managerial Positions:

For UCP Broadbanded Classes Only

Females hold 43% of the positions in the Managerial classes.

Males hold 56% of the positions in Managerial classes.

African Americans hold 6.6% of the positions in Managerial classes.

African American females hold 4% of the positions in Managerial classes.

All minorities combined hold 8% of the positions in Managerial classes.

Ethnicity for UCP Managers
(Includes UCP Broadbanded Classes Only)

NonWhites
8%

Whites
92%
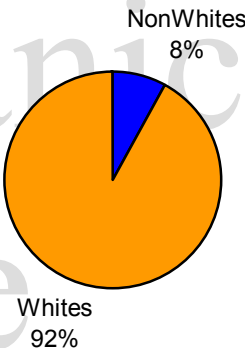
Gender of UCP Managers
(Includes UCP Broadbanded Classes Only)

Females
44%

Males
56%
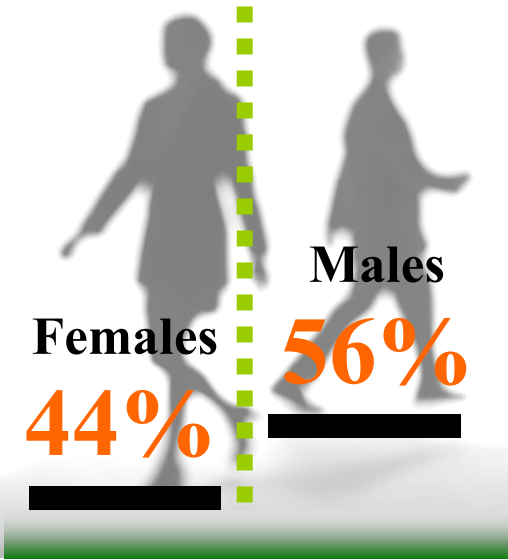
Length of State Service

- The average length of state service on 07/01/02 was 10 years.

- The average length of state service on 06/30/03 was 10 years and 3 months.

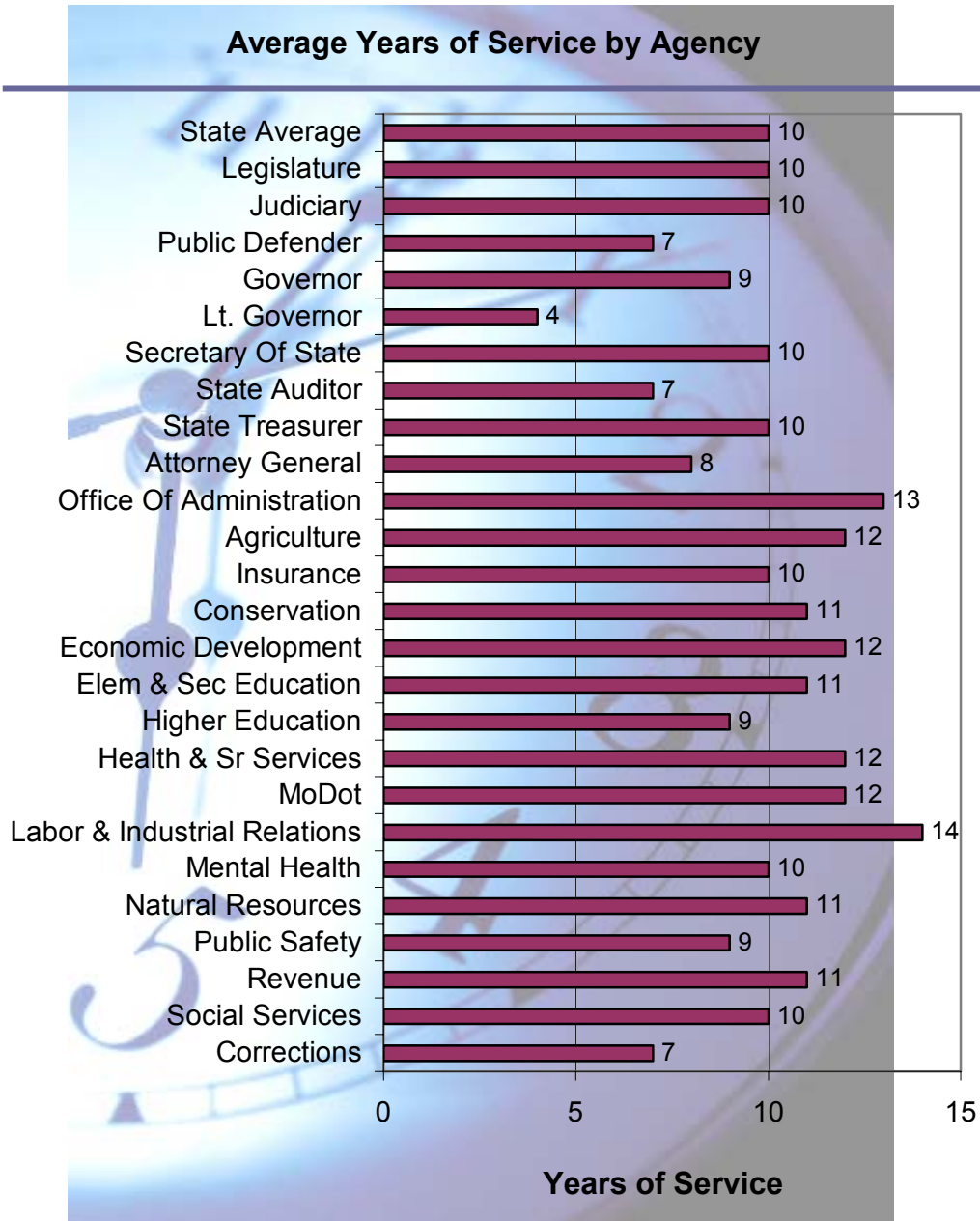- Approximately 36% of the workforce has been employed with the state less than 5 years.

Comparison of Years of Service Categories
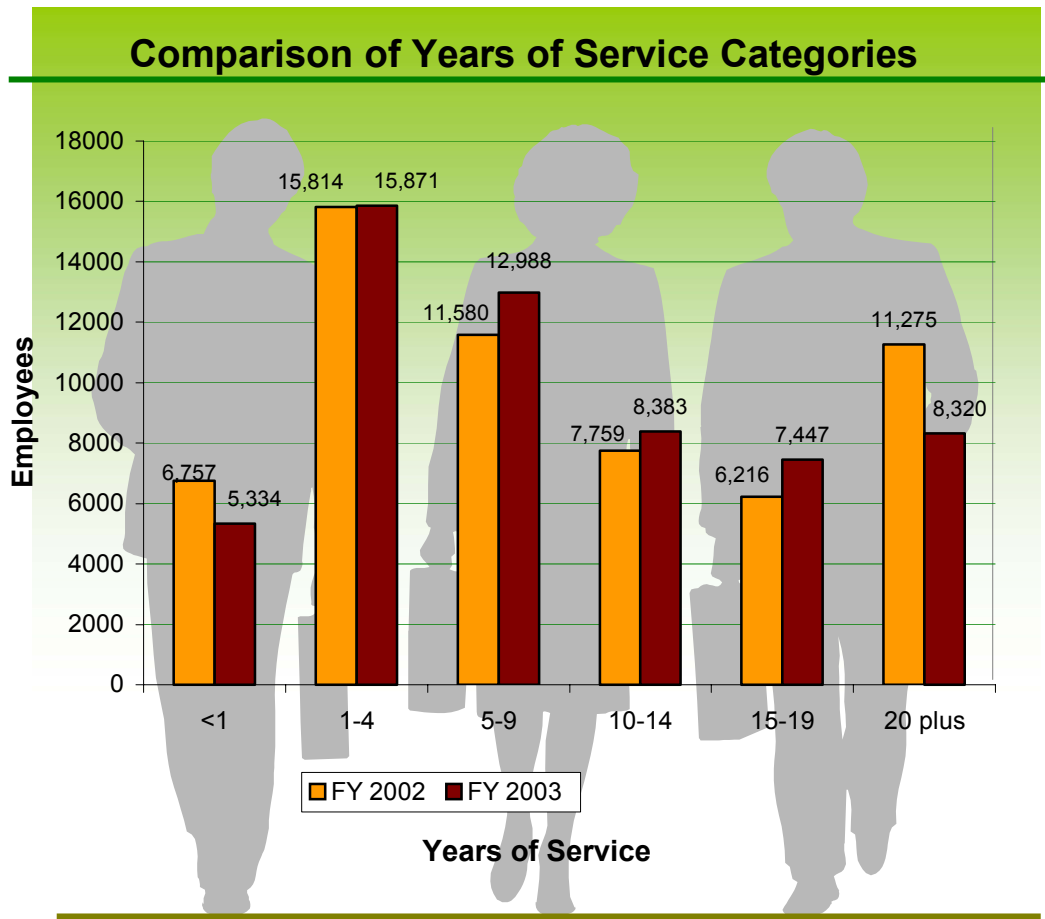
Service data based on the following employee totals:
07/01/02 – 59,401
06/30/03 – 58,343

Length of State Service

Average Years of Service by Agency

Agency	Years of Service
State Average	10
Legislature	10
Judiciary	10
Public Defender	7
Governor	9
Lt. Governor	4
Secretary Of State	10
State Auditor	7
State Treasurer	10
Attorney General	8
Office Of Administration	13
Agriculture	12
Insurance	10
Conservation	11
Economic Development	12
Elem & Sec Education	11
Higher Education	9
Health & Sr Services	12
MoDot	12
Labor & Industrial Relations	14
Mental Health	10
Natural Resources	11
Public Safety	9
Revenue	11
Social Services	10
Corrections	7

Years of Service

Pay Systems

A list of Executive Branch UCP Agencies indicating which agencies or parts of agencies are in the Merit System

Office of Administration (Merit)

Agriculture

Corrections (Merit)

Health and Senior Services (Merit)

Insurance

Mental Health (Merit)

Natural Resources (Merit)

Revenue

Social Services (Merit)

Economic Development (Partially Merit)
Administration
Arts Council
Community and Economic Dev.
Credit Unions
Finance
Housing Development (Merit)
Professional Registration
Public Counsel (Merit)
Public Service Commission
Tourism (Merit)
Women's Council
Workforce Development (Merit)

Labor and Industrial Relations (Partially Merit)
Administration Operations (Merit)
Board of Mediation
Commission on Human Rights
Employment Security (Merit)
Governor's Council on Disability
Labor Standards (Partially Merit)
LIR Commission
Workers Compensation

Public Safety (Partially Merit)
Adjutant General (SEMA) (Merit)
Adjutant General
Fire Safety
Highway Safety
Liquor Control
Office of the Director
Office of the Director, Capitol Police (Partially Merit)
Veterans Commission (Merit)
Water Patrol (Merit)

Uniform Classification and Pay

Missouri state employees are paid under various pay systems relative to their department and job classification. Of the 60,000 employees in the Executive Branch departments, nearly 40,000 (66.4%) are under the Uniform Classification and Pay (UCP) System.

The UCP System was established under Chapter 36, RSMo, and is under the direction of the Office of Administration, Director of Personnel and the Personnel Advisory Board. The UCP System provides for a coordinated classification and compensation policy, which promotes pay equity among participating state departments. A majority of state agencies are already part of the UCP System, or intend to transition to UCP in the future.

Exclusions

Employees in the Departments of Conservation, Transportation and state colleges and universities, as well as uniformed members of the Highway Patrol are not part of the UCP System.

Members and employees of the Legislative and Judicial Branches and other elected officials are also excluded from the UCP System.

Snapshot: UCP Status of Executive Branch Agencies

Existing UCP Agencies

- Office of Administration
- Department of Agriculture
- Department of Corrections
- Department of Health and Senior Services
- Department of Insurance
- Department of Mental Health
- Department of Natural Resources
- Department of Social Services
- Department of Economic Development
- Department of Labor and Industrial Relations
- Department of Public Safety
- Department of Revenue

Future Integration

Department of Elementary and Secondary Education*
Commission for the Deaf

Department of Higher Education
Coordinating Board for Higher Education

Department of Public Safety
Gaming Commission
Highway Patrol (Civilian Only)

*Attorney General Opinion #120-91 indicated that constitutional provisions exempt "professional" employees in DESE from full UCP coverage

Excluded Agencies

- Department of Conservation
- Department of Transportation
- State Colleges and Universities
- Uniformed members of the Highway Patrol (Public Safety)
- Legislative and Judicial Branches
- Elected Officials

A comprehensive list of UCP agencies and their Merit System status is listed to the left.

An error on this chart was identified and corrected on 12/17/03

Pay Plans

Chapter 36 requires the Director of Personnel to prepare a Pay Plan each year for all classes for recommendation to the Personnel Advisory Board. In establishing pay rates for classes, the Director is to consider the pay needed to recruit for positions, the pay rates for comparable services in public and private employment, living costs and the financial condition of the state.

Chapter 36 also requires the Director of Personnel to prepare and maintain a Position Classification Plan for recommendation to the Personnel Advisory Board. The Position Classification Plan groups positions into classes according to their duties, authorities and responsibilities of the positions, and established class specifications containing the duties and responsibilities for each class. Currently, there are 1,049 classifications in the UCP System.

Each class has an assigned pay range. Job classes with similar levels of duties and responsibilities are assigned the same pay range to maintain equitable relationships among and between classes.

A "market step" representing the targeted, competitive rate of pay is identified for each pay range. Ideally, employees would be paid at or near the market step. Market Progression Within Grade Salary Advancements are recommended each year to bring the salaries of state employees closer to the "market step" for their assigned pay range.
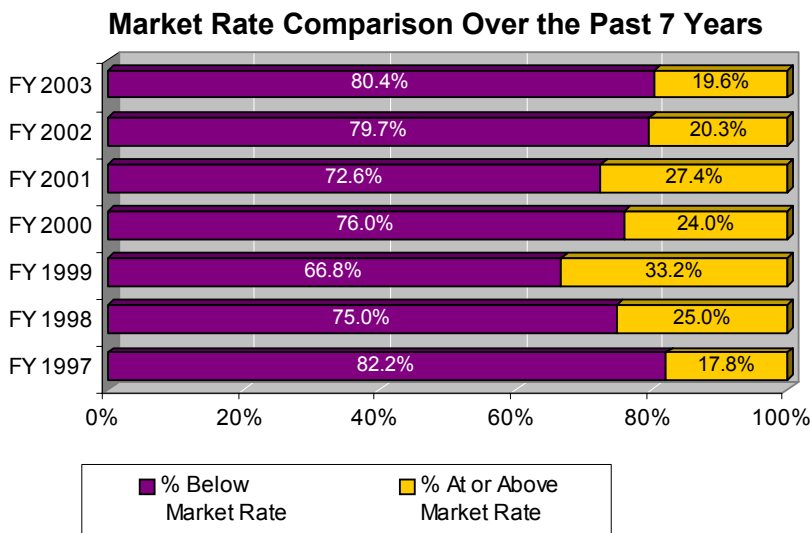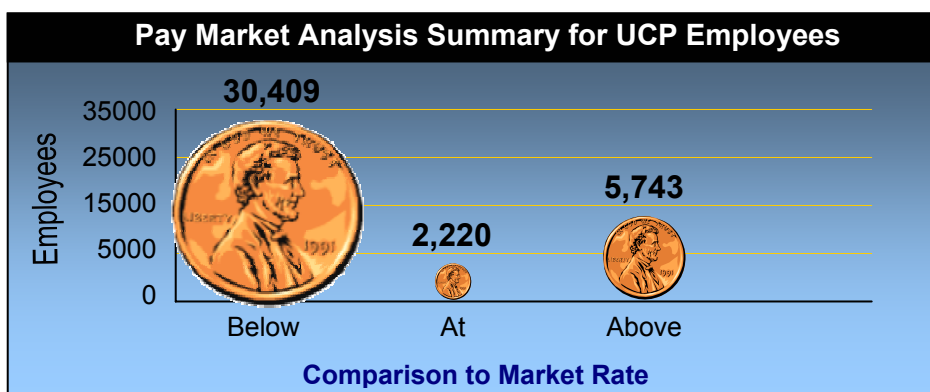
Successive years without an increase in employee's salaries have compressed the majority of state employees in the lower pay steps on each range.

"To each of you – thank you so much for all your help with the conversion; I have to say, it went a lot smoother than I would have anticipated; I knew it wouldn't be perfect but it was close!

...I'm pretty sure I heard each of you tell me more than once, it will be okay, it will be fine, we'll get there together, just call me, etc. and I think those encouraging words made a difference.

Just thought you should know how much I appreciated each of you. All that hard work deserved recognition and didn't want you to think we didn't notice."

Vicky Toebben, Personnel Officer, Department of Health and Senior Services

Pay Market Analysis Summary for UCP Employees

Market Rate Comparison Over the Past 7 Years

	% Below Market Rate	% At or Above Market Rate
FY 2003	80.4%	19.6%
FY 2002	79.7%	20.3%
FY 2001	72.6%	27.4%
FY 2000	76.0%	24.0%
FY 1999	66.8%	33.2%
FY 1998	75.0%	25.0%
FY 1997	82.2%	17.8%

Employee Pay

Pay Distribution of Employees by Agency as of July 1, 2003

An error was identified and corrected on 11/5/03

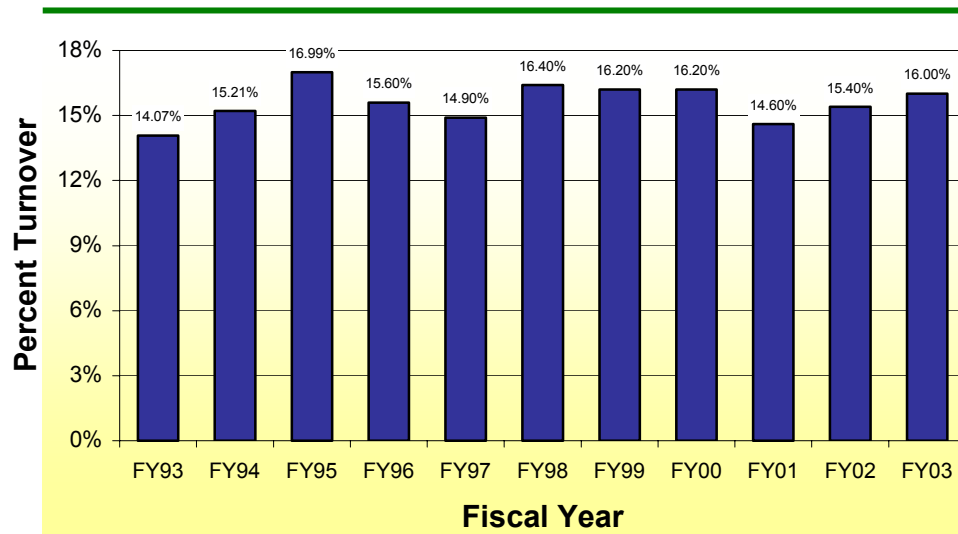| Agency and Employee Count		$10000-$19999	$20000-$29999	*$30000-$39999	$40000-$49999	$50000-$59999	$60000-$69999	$70000-$79999	$80000-$89999	$90000-$99999	Greater Than $100000
Legislature	592	25	112	312	75	37	21	8	1	1	0
Judiciary	3,058	20	1,598	494	466	47	27	6	3	216	181
Public Defender	499	9	93	200	39	134	12	5	4	1	2
Governor	34	1	8	7	6	6	0	1	1	3	1
Lt. Governor	8	0	4	2	0	1	0	1	0	0	0
Secretary of State	253	13	125	76	19	12	0	6	1	1	0
State Auditor	150	0	17	68	25	15	15	5	3	2	0
State Treasurer	43	1	17	13	4	3	2	2	0	1	0
Attorney General	322	9	99	81	60	32	16	15	3	4	3
Office of Administration	877	39	312	224	136	100	36	15	7	6	2
Agriculture	328	4	140	120	41	12	4	5	1	1	0
Insurance	216	14	51	54	27	12	22	24	10	1	1
Conservation	1,487	40	441	494	324	142	22	16	6	1	1
Economic Development	1,343	36	394	485	221	137	34	23	4	7	2
Elem & Sec Education	1,174	95	376	379	242	62	11	1	6	0	2
Higher Education	75	0	22	25	11	8	5	0	4	0	0
Health & Senior Services	1,920	101	515	772	345	116	51	4	9	4	3
MoDOT	6,284	5	2,342	2,271	1,069	375	144	34	31	4	9
Labor & Ind. Rel.	1,042	28	370	355	152	65	14	26	19	13	0
Mental Health	8,554	2,965	3,336	1,166	714	205	57	24	7	14	66
Natural Resources	1,728	76	509	633	359	119	16	8	4	4	0
Public Safety	4,129	717	1,169	1,388	508	229	87	24	3	3	1
Revenue	1,965	277	990	386	188	81	26	6	5	5	1
Social Services	8,459	476	5,398	2,073	338	106	43	14	6	3	2
Corrections	11,536	571	8,281	2,338	237	67	29	10	2	1	0
Employees by Salary Level		**5,522**	**26,719**	**14,416**	**5,606**	**2,123**	**694**	**283**	**140**	**296**	**277**
% of Employees by Salary Level		**9.8%**	**47.6%**	**25.7%**	**10.0%**	**3.8%**	**1.2%**	**0.5%**	**0.2%**	**0.5%**	**0.5%**
Cumulative Totals by Salary Level		**5,522**	**32,241**	**46,657**	**52,263**	**54,386**	**55,080**	**55,363**	**55,503**	**55,799**	**56,076**
Cumulative % by Salary Level		**9.8%**	**57.5%**	**83.2%**	**93.2%**	**97.0%**	**98.2%**	**98.7%**	**99.0%**	**99.5%**	**100.0%**

Based on full-time (100% FTE), salaried, permanent employees

Turnover

In FY03, approximately 8,557 employees left their job for various reasons. In analyzing turnover statistics, the following observations can be made:
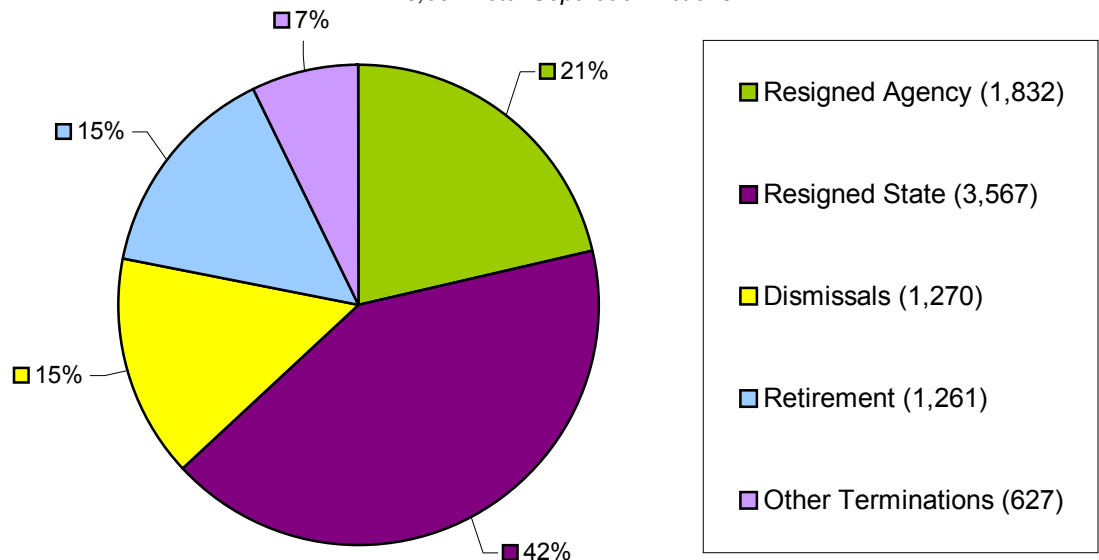
- Most resignations occur within the first five years of state service.
- The reason most often given by employees who leave their job is "accepted other employment."
- In the past ten fiscal years, employee turnover has remained between 14% and 17%.

Executive Branch Employee Turnover
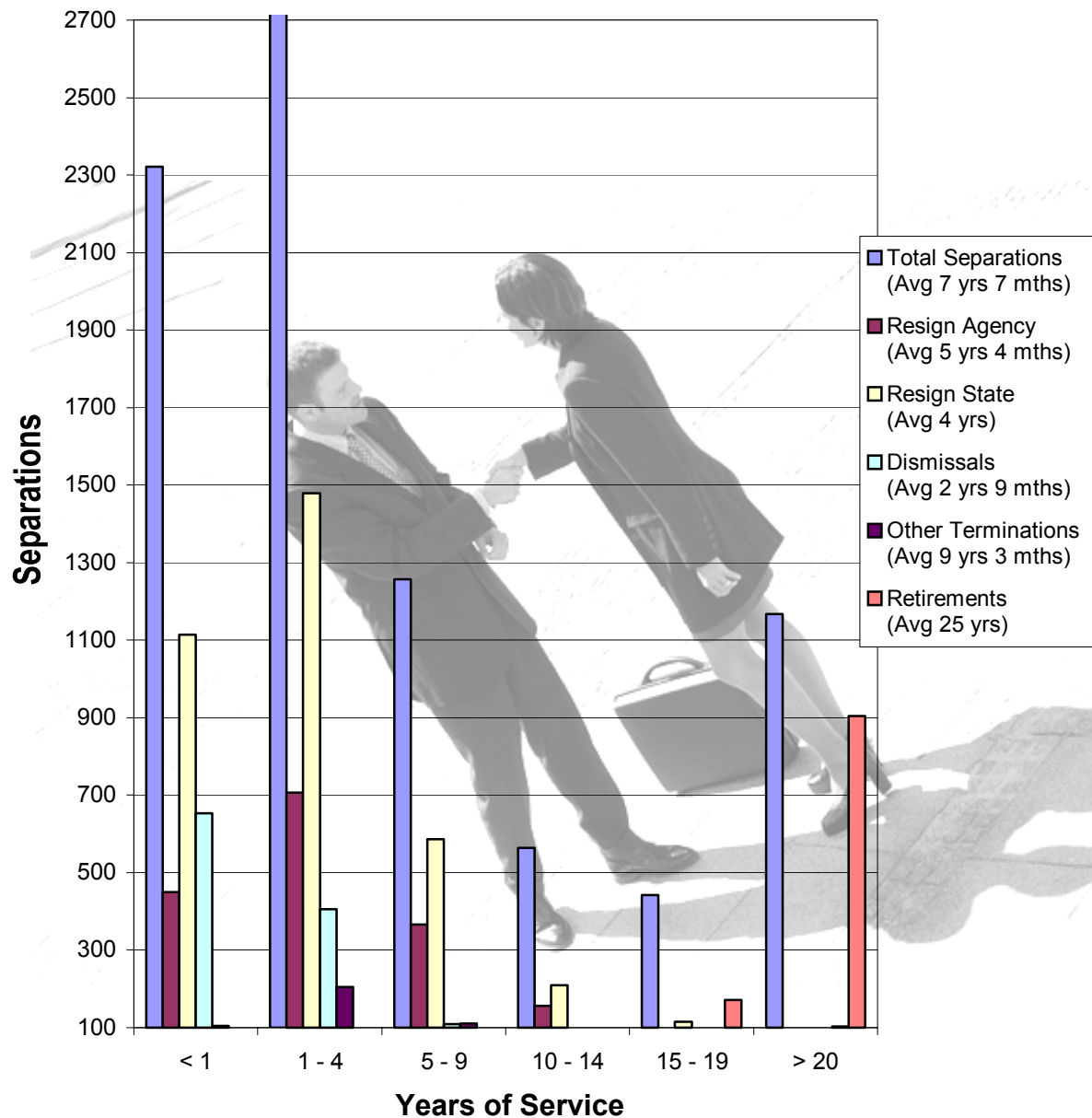### Fiscal Year 1993 - 2003

Fiscal Year	Percent Turnover
FY93	14.07%
FY94	15.21%
FY95	16.99%
FY96	15.60%
FY97	14.90%
FY98	16.40%
FY99	16.20%
FY00	16.20%
FY01	14.60%
FY02	15.40%
FY03	16.00%

Turnover Percentages by Personnel Actions in FY03
8,557 Total Separation Actions

- Resigned Agency (1,832) — 21%
- Resigned State (3,567) — 42%
- Dismissals (1,270) — 15%
- Retirement (1,261) — 15%
- Other Terminations (627) — 7%

27

Turnover

Turnover Category by Years of Service

Legend:
- Total Separations (Avg 7 yrs 7 mths)
- Resign Agency (Avg 5 yrs 4 mths)
- Resign State (Avg 4 yrs)
- Dismissals (Avg 2 yrs 9 mths)
- Other Terminations (Avg 9 yrs 3 mths)
- Retirements (Avg 25 yrs)

Y-axis: **Separations** (100–2700). X-axis: **Years of Service** (< 1, 1 - 4, 5 - 9, 10 - 14, 15 - 19, > 20)

Resign Agency indicates the employee resigned from one agency to accept employment with another agency.

Resign State indicates the employee resigned from state government entirely.

Other Terminations indicate separation reasons as End of Appointment, End of Term, Layoff, Deceased, etc.

Data applies to full-time (>=50% FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System

Turnover

Voluntary Turnover by Personnel Action Reason

- Continue Education 2.6%
- Dissatisfied with Supervisor 0.7%
- Dissatisfied with Work 1.2%
- Leaving the Labor Market 0.5%
- Entering Own Business 0.4%
- Personal 15.2%
- Family or Personal Health 4.0%
- Long Term Disability 3.5%
- More Advancement Opportunity 3.5%
- Unsatisfactory Salary 0.8%
- Working Environment 1.2%
- Avoiding Disciplinary Action 3.0%
- Relocating 6.2%
- Unknown 21.5%
- Balanced Work/Family Life 1.3%
- Job Abandonment 0.5%
- Marriage 0.1%
- Seasonals Who Have Resigned 0.0%
- Too Much Travel 0.2%
- Accepted Other Employment 33.6%
- Expiration of Leave-Release 0.0%

Voluntary Turnover represents those actions entered with a Resign Agency (RESAG) or Resign State (RESST) Personnel Action Code in SAM II by the respective agency. The agency has the option to enter an "unknown" code in SAM II, accounting for the large percentage in the Unknown Category.

Layoffs

Affected Employees by Agency

In FY 03, the sagging economy and a reduction in budget allocation for personnel services compelled Executive Branch agencies to reduce staff through the use of layoffs.

When layoffs were required in Merit System agencies, Division of Personnel staff provided the structure and guidance needed to ensure that the Rules and Regulations of the Personnel Advisory Board and State Personnel Law were correctly interpreted and applied.

"I had an employee who is being laid off take a special exam today. Vicki was assigned to coordinate the scheduling of this exam.

I just heard from my employee who said that Vicki was exceptionally nice and helpful to her this morning. She wanted to be sure to let me know and I, in turn, would like to pass her message along to you.

Vicki, it is so wonderful to have people like you who really make a very difficult time a little less stressful.

Doug (Smentkowski), As always, thank you for being so willing to help as much as you can. You were of great assistance last year to DED when we were going through this process and again this year. Thank you very much."

Sarah Schuette,
HR Manager
Department of Economic Development

Merit and Non-Merit Layoffs by Agency
Based on a Total of 228 Layoffs
From December 31, 2002 - July 2, 2003

Count of Employees Laid Off

☐ Non-Merit ☐ Merit
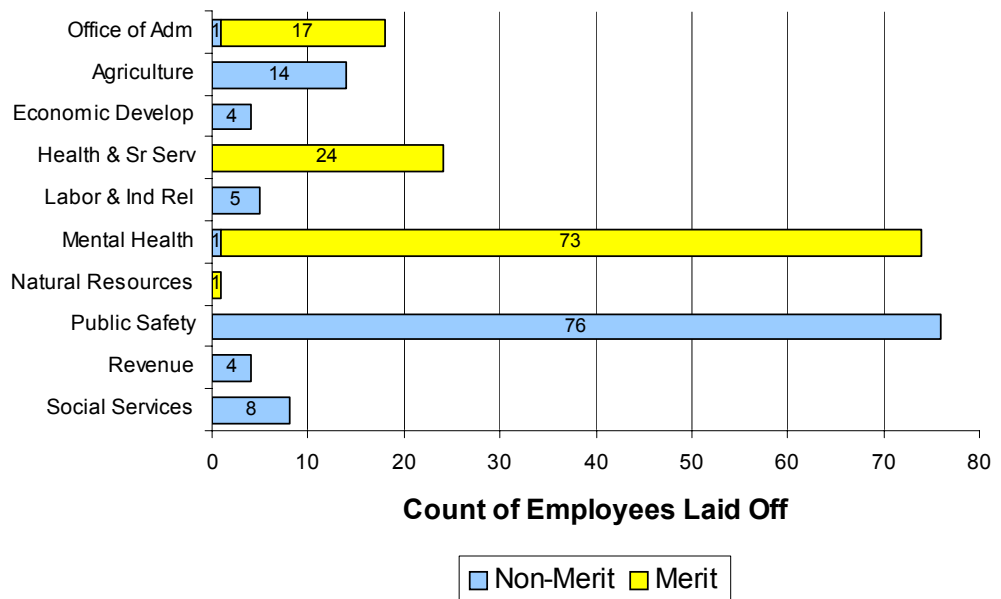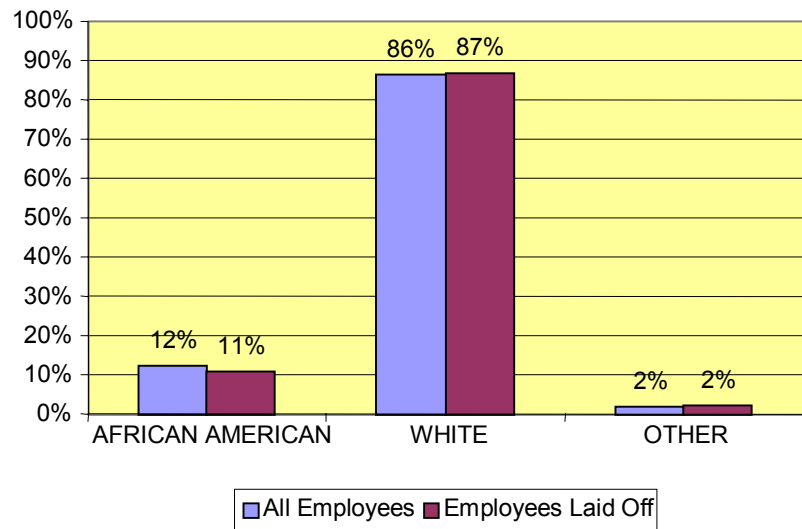
Percent of Layoffs by Agency

Layoffs

Ethnicity and Gender of Employees Affected by Layoff

The majority of layoffs were white with an equal split between male and female. The percentage of layoffs by ethnicity mirrors the ethnic representation in the employee population.
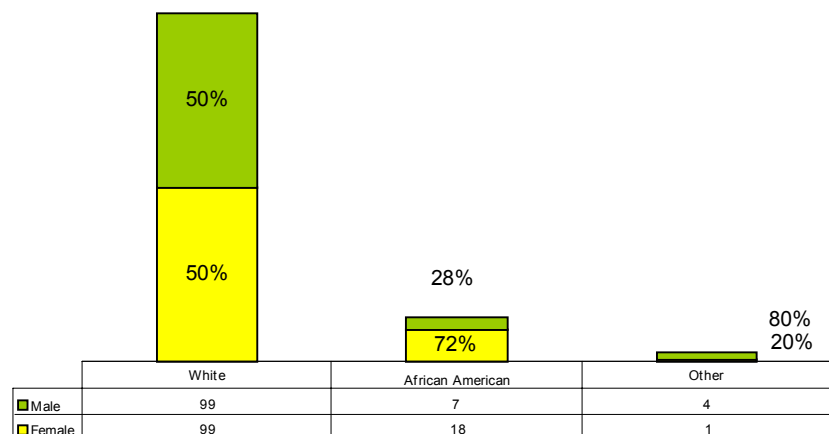
Percent of Layoffs by Ethnicity
Based on a Total of 228 Layoffs
From December 31, 2002 - July 2, 2003

African American 11%

Other 2%

White 87%
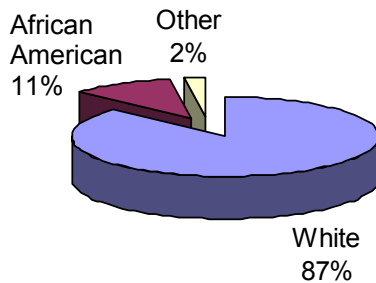
Ethnicity Comparison
Percent of All Employees vs Employees Laid Off

	All Employees	Employees Laid Off
AFRICAN AMERICAN	12%	11%
WHITE	86%	87%
OTHER	2%	2%

Gender Percent by Ethnicity
Based on a Total of 228 Layoffs
From December 31, 2002 - July 2, 2003

White: Male 50%, Female 50%
African American: 28% / 72%
Other: 80% / 20%

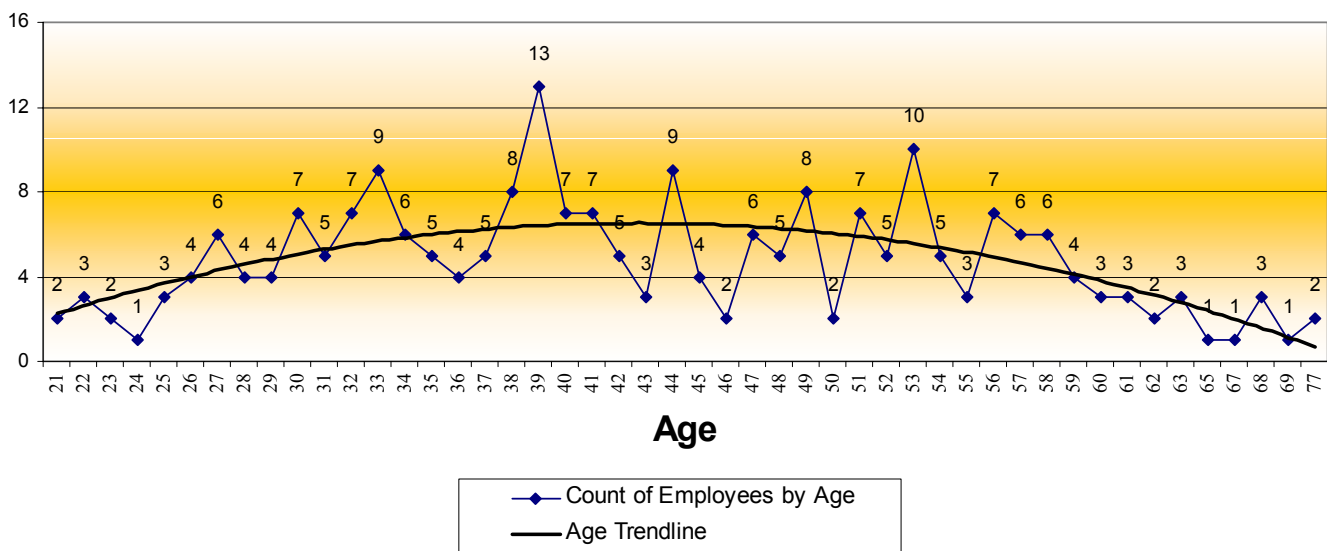|	White	African American	Other
Male	99	7	4
Female	99	18	1

Layoffs

Age of Employees Affected by Layoff

As the following charts indicate, employees from all ages were affected by layoffs.
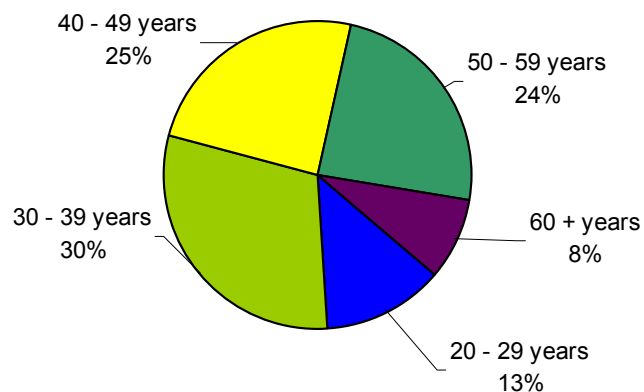
The average age of a laid off employee was 43.

The most common age of a laid off employee was 39.

Employees by Age
Based on a Total of 228 Layoffs
From December 31, 2002 - July 2, 2003

Percent of Layoffs by Age Range
Based on a Total of 228 Layoffs
From December 31, 2002 – July 2, 2003

Retirements

Employees Eligible for Retirement by Agency and Year
MOSERS Information as of June 30, 2003

Agency	Year Eligible for Retirement					Grand Total
	2003*	2004	2005	2006	2007	
Corrections	539	240	262	297	358	1,696
Social Services	769	227	257	262	267	1,782
Revenue	180	73	63	62	71	449
Public Safety	106	55	64	57	70	352
Natural Resources	152	63	57	63	69	404
Mental Health	740	260	260	286	314	1,860
Labor and Industrial Relations	163	41	55	52	55	366
Health and Senior Services	208	69	61	84	73	495
Higher Education	27	11	9	14	8	69
Elementary and Secondary Education	178	70	66	69	88	471
Economic Development	211	61	58	53	69	452
Conservation	106	49	51	55	44	305
Insurance	18	2	10	7	6	43
Agriculture	55	11	9	11	10	96
Office of Administration	90	39	40	41	25	235
Attorney General	7	5	7	8	5	32
State Treasurer	1	1	0	2	3	7
State Auditor	7	0	2	1	4	14
Secretary of State	25	5	6	15	3	54
Lt. Governor	0	0	0	1	0	1
Governor	1	0	0	0	2	3
Public Defender	15	4	6	5	10	40
Judiciary	267	73	78	89	88	595
Legislature	56	20	15	15	24	130
Grand Total	**3,921**	**1,379**	**1,436**	**1,549**	**1,666**	**9,951**

*2003 count includes active employees with eligible retirement dates prior to June 30, 2003.

Labor Relations

During FY03, the Division of Personnel continued to assume the lead role as Chief Negotiator in collective bargaining. At the end of FY 03, bargaining units represented nearly 20,000 employees, or approximately 37% of the state's workforce.

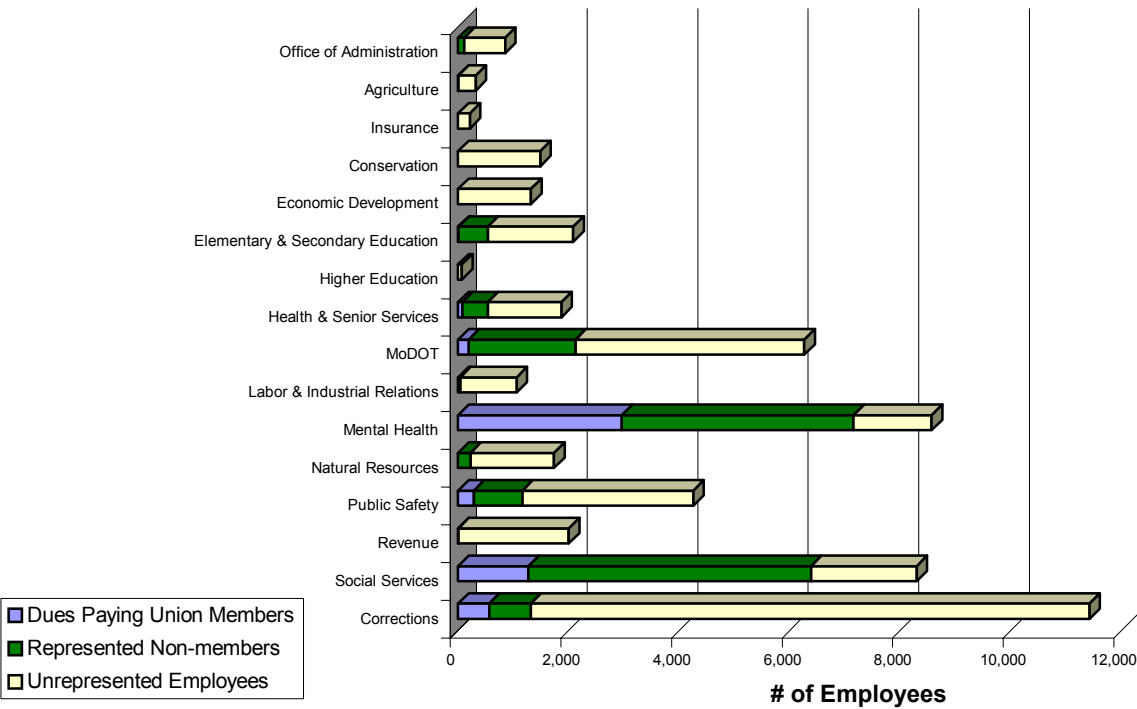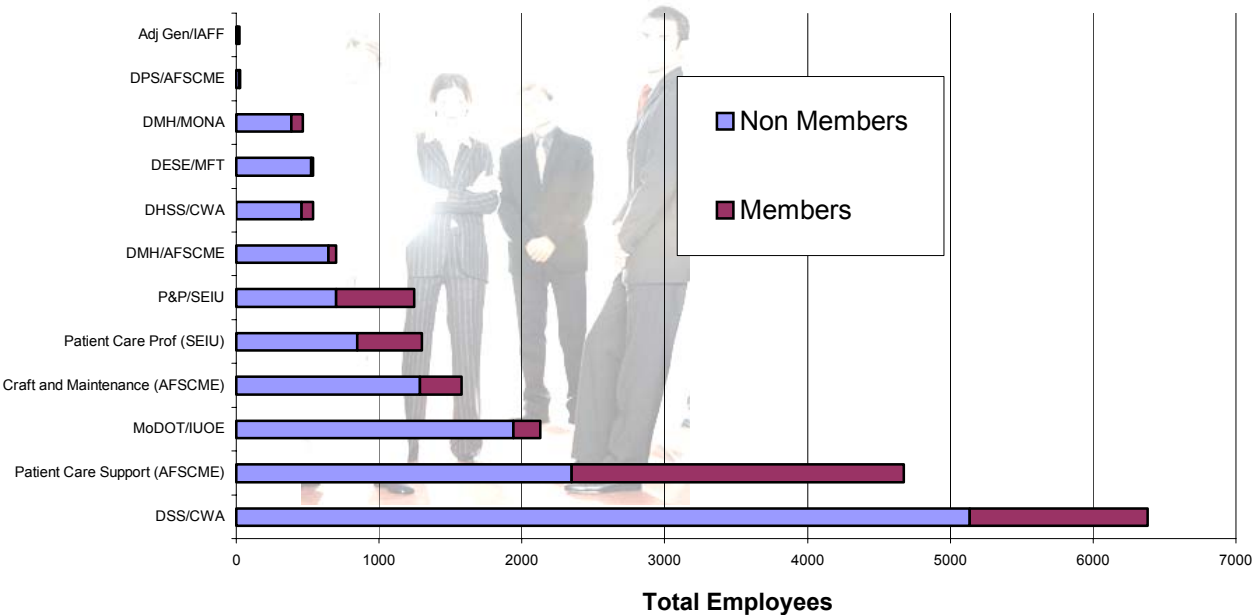## Percentage of Executive Branch Employees Represented by Unions
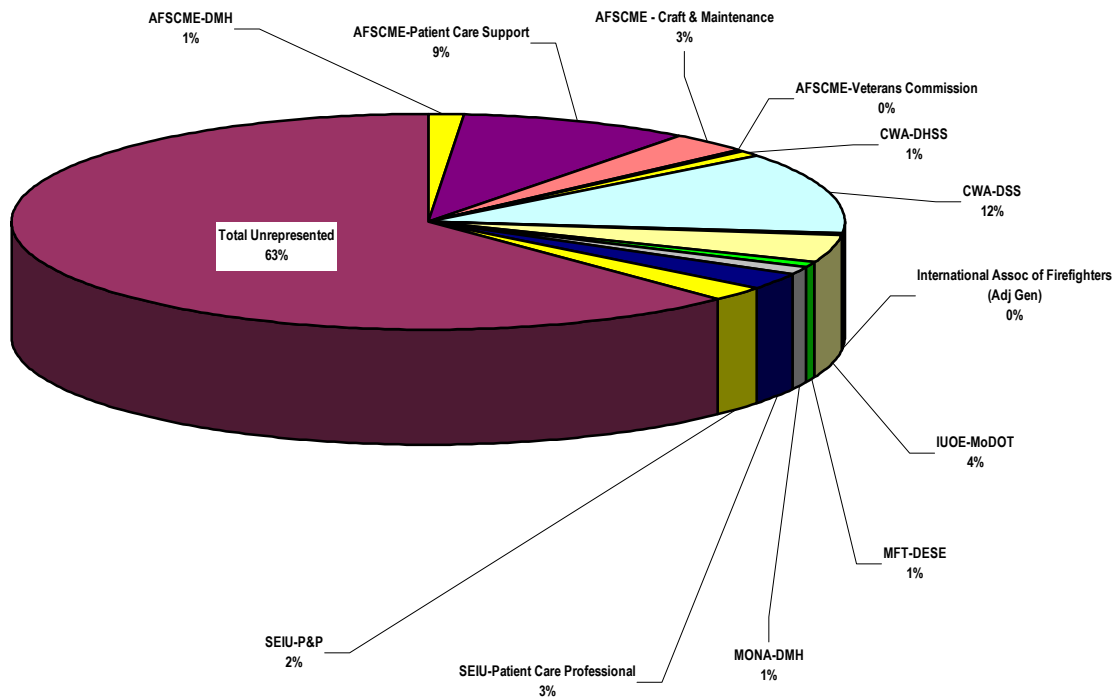
Legend:

AFSCME	American Federation of State, County and Municipal Employees
CWA	Communication Workers of America
IAFF	International Association of Firefighters
IUOE	International Union of Operating Engineers
MFT	Missouri Federation of Teachers
MONA	Missouri Nurses Association
SEIU	Service Employees International Union

Labor Relations

Distribution of Union Representation and Membership by Executive Branch Department

Legend:
- Dues Paying Union Members
- Represented Non-members
- Unrepresented Employees

X-axis: # of Employees (0 to 12,000)

Departments (top to bottom):
- Office of Administration
- Agriculture
- Insurance
- Conservation
- Economic Development
- Elementary & Secondary Education
- Higher Education
- Health & Senior Services
- MoDOT
- Labor & Industrial Relations
- Mental Health
- Natural Resources
- Public Safety
- Revenue
- Social Services
- Corrections

Membership by Bargaining Unit

Legend:
- Non Members
- Members

X-axis: Total Employees (0 to 7000)

Bargaining Units (top to bottom):
- Adj Gen/IAFF
- DPS/AFSCME
- DMH/MONA
- DESE/MFT
- DHSS/CWA
- DMH/AFSCME
- P&P/SEIU
- Patient Care Prof (SEIU)
- Craft and Maintenance (AFSCME)
- MoDOT/IUOE
- Patient Care Support (AFSCME)
- DSS/CWA

Professional Development

Foundations

Chapter 36 prescribes that the Division of Personnel will develop, initiate and implement a central training program for executive, managerial and supervisory development in Missouri state government.

The Management Training Rule (1 CSR20-6.010) prescribes guidelines and standards for training management and supervisory staff in state government (other than elective offices and institutes of higher learning). The Training Rule provides a framework for developing and maintaining 24 specific leadership competencies consistent with the mission of each department and specific job responsibilities of each employee.

A new supervisor or manager is required to complete a minimum of 40 hours of training within his or her first year in the position; and thereafter, take at least 16 hours of continuing competency-based training each year.

Throughout FY03, the Division of Personnel's Planning and Development Section offered approximately 30 unique training programs; each centered on the development of one or two specific leadership competencies.

In total, 120 managerial and supervisory development training classes were presented by the Division of Personnel and attended by 2006 participants.

In addition to in-house training programs offered by the Division of Personnel, the State of Missouri is also a member of the **Institute for Management Studies (IMS).** IMS is an international not-for-profit educational and professional development organization, which offers one specialized training program each month in Kansas City and St. Louis conducted by leading practitioners, authors and authorities in the area of management. IMS sessions offer the opportunity for public administrators to participate and interchange with their professional counterparts in the private sector.

The Division of Personnel also publishes an on-line magazine, aptly named *Solutions*, which disseminates practical information to help managers develop the best in themselves and in those who work with and for them.

Division of Personnel Training Classes Offered in FY03

Balancing Work and Home

Basic Supervision

Bringing Out the Best in Others

Building A Foundation of Trust

Challenges at the Heart of the Organization

Challenges of Managing the Workforce

Communication Skills for the Manager

Employee Performance Planning and Appraisal

Forward Thinking

Giving and Receiving Constructive Feedback

Giving Recognition

Handling Emotions Under Pressure

Helping Your Team Manage Customer Expectations

Improving Your Interviewing Skills

Influencing for "Win-Win" Outcomes

Integrating New Employees

Launching and Refueling Your Team

Manager's Role In Career Development

Managing Change

Managing Multiple Projects

Motivation in State Government

Moving from Conflict to Collaboration

Presentation Skills for the Non-Presenter

Preventing Sexual Harassment

Proactive Listening

Raising Difficult Issues with Your Team

Redirecting Employee Performance

Supervisory Liability

Working Together

Employee Recognition Programs

The Division of Personnel proudly coordinates three distinct programs designed to recognize and reward the creativity, ingenuity and dedication of state employees.

The MoRE Program

A new **Missouri State Employee Suggestion Program**, entitled *Missouri Relies on Everyone* (MoRE), was initiated in FY03 to provide state employees with a venue to submit their ideas, suggestions or recommendations on how to improve customer service, reduce cost and/or generate revenues, and improve work processes. The Program also provides a way to identify, recognize and reward the ingenuity and commitment to excellence of state employees for their suggestions.

The first opportunity to submit ideas to the MoRE Program was held during the period of April 21 – May 9, 2003. During this time, 78 employee suggestions were submitted to the Division of Personnel. A review team selected 4 employee suggestions to receive monetary awards of $75.00. Many of the other 78 employees received Certificates of Recognition.

THE GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

The Governor's Award for Quality and Productivity is an annual award designed to recognize outstanding accomplishments of state government employee work teams.

A selection committee of state executives evaluates each nomination and utilizes a consensus method to select the winning teams using the criteria: better use of resources; exemplary customer service; teamwork; process improvement; diversity and innovation.

State Employee of the Month

The Division of Personnel assumed the administrative duties for the State Employee of the Month Program in 1990. All departments and offices of elected officials may submit the name of their winning Department/Agency Employee of the Month for State Employee of the Month consideration. Twelve state employees are selected as Employee of the Month each year.

July 02 – June 03 State Employees of the Month

Mary Ann Demyers, Department of Social Services
Jean Major, Department of Elementary and Secondary Education
Dave Mosby, Department of Natural Resources
Larry Fuhr, Department of Corrections
Dennis Schmitz, Department of Health and Senior Services
Brenda Gieck, Department of Social Services

Ann Hall, Department of Health and Senior Services
Cherlyn Hain, Department of Elementary and Secondary Education
Barbara Bastin, Department of Social Services
Matthew Hankins, Department of Labor and Industrial Relations
Timothy Thorn, Department of Natural Resources
Brad Harris, Department of Natural Resources

MoRE Monetary Award Recipients

"Turn down the water temperature of the Hot Water Dispensers located in the Truman Building kitchens. If these were turned down to 120 or 130 degrees, it would conserve on the electric a great deal."
Jayne Prater
Department of Revenue

"Eliminate the use of money amounts in many preprinted (CTG) letters and use a fee chart instead."
Sue Hafley
Department of Revenue

"Work with the Department of Agriculture to provide information to dog breeders regarding their responsibility to charge sales tax to individuals who purchase dogs, not just other breeders."
Anita Buddemeyer
Department of Revenue

"Investigate decreasing the cost of garbage disposal within the Department of Corrections Institutions by developing worm farms."
C.J. Cornelius
Department of Corrections

Governor's Award Winners

Dump Truck Disposal Management Team
Department of Transportation

Custodial Parent Locate Project Team
Department of Social Services

Missouri Results Initiative Child Support Holds Team
Department of Social Services

Procurement Improvement Team
Department of Labor and Industrial Relations
Office of Administration

Work Opportunity and Welfare-to-Work (WOTC) Team
Department of Economic Development

Risk Management Team
Office of Administration

Carrier 1 Stop Charter Team
Department of Revenue
Department of Natural Resources
Department of Transportation
Department of Economic Development
Department of Public Safety
Office of Administration
Missouri Motor Carriers Association

Improving the Hiring Process

During FY03, the Division of Personnel worked to identify measures that would serve to improve the overall hiring processes in the Missouri Merit System. Specifically, to:

Identify measures and strategies that could reduce the time to add applicants to the list of eligibles.

Identify methods to simplify the application process for job seekers and agencies.

Identify technological advances that would enable the division to expedite the application process, including the development and implementation of an electronic application.

Identify methods to assist hiring managers and supervisors in state agencies.

A team of personnel representatives, including managers and analysts, agency representatives and individuals representing OA reviewed historical data and previous service delivery strategies. The team also reviewed current application and agency performance data and processes to establish "best practices."

Through a series of focus group presentations, the team also collected qualitative data from Merit System Agencies. As a result of this work, the following steps for improving the hiring process were established:

- **Upgrade recruitment –** through collective advertising of merit system vacancies and a centralized vacancy listing.

- **Upgrade the applicant pool –** by ensuring that the top 15/15% serves the "Merit" concept.

- **Upgrade the application process** – by developing an electronic application system and communicating with applicants via the Internet to expedite responses and saving the cost of postage.

- **Upgrade Merit examinations –** by reviewing the reliability and validity of exams, streamlining exams when possible and developing an online examination system.

- **Upgrade existing communication –** through a renewed commitment to continuously improve the overall quality of service delivered to agencies.

Overwhelmingly, agencies suggested that using technology for applications and communication with agencies and applicants would significantly reduce the time it takes to process applications or respond to agency requests or inquiries.

Overwhelmingly, agency representatives agreed that using available technology would reduce the mailing cost and postage, and would provide agencies with immediate access to applicant information.

Strategies Defined:

Upgrade Recruitment

- **Collective advertisings**
  The Division of Personnel will work collectively with other state agencies and news publications to unify the advertising of vacancies in newspapers throughout the state in order to centralize the location of all state government jobs to potential applicants. This should reduce the collective cost of advertising for state agencies and should present a structured and consolidated vacancy listing generated from the division.

- **Centralize vacancy listing**
  The Division of Personnel will pursue ways in which technology can allow applicants to sort or query for the type of jobs they seek, by location, salary or agency, etc.

Upgrade the Applicant Pool

- **Ensure that Top 15 or 15% serves the "Merit" concept**

  The Division of Personnel will continually review and upgrade examinations and examination ratings (RSMo 36.240.3) to ensure that candidates available on the register of eligibles are qualified and ranked or grouped according to the requirements and needs of the agencies. This will ensure that each assessment tool yields scores that facilitate the identification and selection of the most qualified applicants, based on the knowledge, skills, and ability required for the class.

Upgrade the Application Process

- **Develop an Electronic Application**

  To take advantage of technology, the Division of Personnel will begin developing an electronic application available via the Internet. Considering the overall investment an electronic application will require, the application will likely focus on education, experience and related requirements for a job class, or job family, for which the individual is applying; and not necessarily for all job classes for which the applicant could apply.

- **Allow applicants to maintain their own address and employment preferences using the Internet**

  The Division of Personnel will explore ways in which applicants can maintain their name, address, and employment preferences via the Internet without having to contact the Division of Personnel to do so. Accommodations would be maintained in the Division of Personnel and other locations throughout the state for applicants who do not have home computers to accomplish these changes.

- **Contact applicants using E-Mail**

  By establishing a means in which to contact applicants via email, the Division of Personnel and other state agencies can expedite applications; responses and overall communication, while reducing the cost incurred to contact and correspond with applicants. Similarly, applicants will be able to respond more quickly thereby expediting the scheduling of interviews, which could reduce the overall time to hire an individual.

Upgrade the Examination Process

- **Evaluate the effectiveness of current exams**

  The DOP would review the effectiveness of exams to ensure that testing tools are still measuring the skills agencies seek in new hires.

- **Update and streamline exams**

  Written exams and E & E (Experience & Education) rating guides will be reviewed and updated to solicit the most relevant information for a particular job class. The scope of the task and data analysis in developing exams must be balanced against the resources and time required to update and administer exams.

- **Develop on-line exams**

  Applicants should be able to provide information in a manner that can allow for the minimum qualifications to be assessed and exams to be administered over the Internet. Qualifications and examinations need to elicit the information that can be assessed and calculated in a database. Applicants may be required to apply multiple times, to be considered for employment for multiple job classes.

Upgrade the Existing Communication Process

- **Reduce cost and increase communication using the Internet**

  As we move toward leveraging technology in the examination and selection process, we need to ensure that everyone understands what the process is and how to go about applying for merit system positions and non-merit positions. It will be critical to provide clear and concise instructions if these new processes are to be successful.

- **Commit to continuously improve inter-agency communication**

  The Division of Personnel recognizes the importance of continuously improving overall communication processes. We will utilize periodic focus group meetings, and satisfaction surveys to ensure that we continuously address the needs of all agencies.

The complete *Improving the Hiring Process Report* can be found on the Division of Personnel web site at **www.oa.mo.gov/pers/**